

**State CIO  
Agency IT Plans  
2007 – 2009 Biennium**

**NC Department  
of Public Instruction**

**October 2006**

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Departmental/Agency IT Plans  
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# Chapter 1 - Departmental/Agency Strategic Business Initiatives and Major Business Requirements

## FUTURE-READY STUDENTS For the 21<sup>st</sup> Century

### **Mission Statement of the NC Department of Public Instruction**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

The guiding mission of the *North Carolina State Board of Education* is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

### **Goal: NC public schools will produce globally competitive students.**

- Every student excels in rigorous and relevant core curriculum that reflects what students need to know and demonstrate in a global 21<sup>st</sup> Century environment, including a mastery of languages, an appreciation of the arts, and competencies in the use of technology.
- Every student's achievement is measured with an assessment system that informs instruction and evaluates knowledge, skills, performance, and dispositions needed in the 21<sup>st</sup> Century.
- Every student will be enrolled in a course of study designed to prepare them to stay ahead of international competition.
- Every student uses technology to access and demonstrate new knowledge and skills that will be needed as a life-long learner to be competitive in a constantly changing international environment.
- Every student has the opportunity to graduate from high school with an Associates Degree or college transfer credit.

### **Goal: NC public schools will be led by 21<sup>st</sup> Century professionals.**

- Every teacher will have the skills to deliver 21<sup>st</sup> Century content in a 21<sup>st</sup> Century context with 21<sup>st</sup> Century tools and technology that guarantees student learning.
- Every teacher and administrator will use a 21<sup>st</sup> Century assessment system to inform instruction and measure 21<sup>st</sup> Century knowledge, skills, performance, and dispositions.

- Every education professional will receive preparation in the interconnectedness of the world with knowledge and skills, including language study.
- Every education professional will have 21<sup>st</sup> Century preparation and access to ongoing high quality professional development aligned with State Board of Education priorities.
- Every educational professional uses data to inform decisions.

**Goal: NC public school students will be healthy and responsible.**

- Every learning environment will be inviting, respectful, supportive, inclusive, and flexible for student success.
- Every school provides an environment in which each child has positive, nurturing relationships with caring adults.
- Every school promotes a healthy, active lifestyle where students are encouraged to make responsible choices.
- Every school focuses on developing strong student character, personal responsibility, and community/world involvement.
- Every school reflects a culture of learning that empowers and prepares students to be life-long learners.

**Goal: Leadership will guide innovation in NC public schools.**

- School professionals will collaborate with national and international partners to discover innovative transformational strategies that will facilitate change, remove barriers for 21<sup>st</sup> Century learning, and understand global connections.
- School leaders will create a culture that embraces change and promotes dynamic continuous improvement.
- Educational professionals will make decisions in collaboration with parents, students, businesses, education institutions, and faith-based and other community and civic organizations to impact student success.
- The public school professionals will collaborate with community colleges and public and private universities and colleges to provide enhanced educational opportunities for students.

**Goal: NC public schools will be governed and supported by 21<sup>st</sup> Century systems.**

- Processes are in place for financial planning and budgeting that focus on resource attainment and alignment with priorities to maximize student achievement.
- Twenty-first century technology and learning tools are available and are supported by school facilities that have the capacity for 21<sup>st</sup> Century learning.

- Information and fiscal accountability systems are capable of collecting relevant data and reporting strategic and operational results.
- Procedures are in place to support and sanction schools that are not meeting state standards for student achievement.

Disclaimer: The State Board of Education is continuing to develop and define the Goals and Strategic priorities. Those listed above are current wording as of the September, 2006 SBE Meeting.

#### Plan of Action:

This agency technology plan contains the NCDPI identified business initiatives by which the power and capabilities of information technology services could potentially provide a viable solution to support the business goals and objectives of the agency. The following approach was taken to gather the business requirements/needs for the agency:

- Joint Chairs/Sponsors – Priscilla Maynor, Executive Director, Agency Operations and Management, Peter Asmar, Associate State Superintendent/Chief Information Officer (CIO), Technology Services
- Planning sessions to outline the requirements gathering process were held with Area/Divisional representatives of each business unit. Associate State Superintendents for Financial & Business Services, Curriculum and School Reform Services and Technology Services appointed these representatives. The Executive Director for Agency Operations and Management appointed representatives for the Accountability, Personnel and State Board of Education divisions.
- EPMO Divisional CIOs and their staff of the Functional Service Delivery Teams (Finance, Human Resources, Exceptional Children, Student Information/Enterprise and Technology Services) met with the designated business representatives to gather and document the business needs of each unit.
- The individual business needs were grouped according to the following criteria:
  - Enterprise – meaning the request would serve/benefit the entire agency/enterprise and the customers they serve.
    - Criteria of Priority: Security related, Longitudinal Data System related, NCLB related, Connectivity related, Effective/Efficient Operations related, etc.

- Self-Contained – meaning the request would serve/benefit the specific/unique business unit or units within a particular area/division and the customers they serve.
- Effective & Efficient Operations -- such as the purchase of laptops, printers, projectors, etc., that would enhance the operations of a specific business unit. (Those requests are not included in the Agency IT Plan. Individual division operations budgets and/or other funding sources will be utilized to satisfy the majority of these type requests.
- The individual business needs/requests were consolidated into one document to form the 2006 DPI Agency IT Plan.
- Priscilla Maynor, Executive Director, Agency Operations and Management, Peter Asmar, Associate State Superintendent/Chief Information Officer (CIO) for Technology Services and Philip Price, Associate State Superintendent/Chief Financial Officer (CFO), Financial Services reviewed and approved the contents of the plan for submission to State ITS on October 2, 2006.
- For questions related to the 2006 DPI Agency IT Plan contact:
  - Peter Asmar, Associate State Superintendent/Chief Information Officer (CIO) for Technology Services at 807-3201, or via email at [pasmar@dpi.state.nc.us](mailto:pasmar@dpi.state.nc.us)
  - Priscilla Maynor, Executive Director, Agency Operations and Management at 807-3408, or via email at [pmaynor@dpi.state.nc.us](mailto:pmaynor@dpi.state.nc.us)
  - Annette Murphy, Technology Services Business Manager/Enterprise Program Manager at 807-3383, or via email at [amurphy@dpi.state.nc.us](mailto:amurphy@dpi.state.nc.us)

## Chapter 2 - Requirements for Transitioning Existing IT Activities/Resources

### Current Projects:

#### 1. NC Wise:

- **Priorities** - NC WISE continues to be the most important project for the NC DPI.
- **Funding** - NC WISE is staying within the funding allocations for the program. This was accomplished as the program was re-baselined with the termination of the IBM contract. While there are still funding concerns that are not fully mitigated in two fiscal years, cost savings are being analyzed at this time to address these concerns.
- **Staff Resources** - Staff was added when the program was re-baselined with the termination of the IBM contract. An annual staffing assessment is completed each year. For the upcoming biennium, NC DPI will continue to look internally to re-adjust staffing priorities as necessary. In addition, NC WISE will finalize the staffing transitions of contract staff to permanent staff as part of the transition plan as published.
- **Schedule** - Wave 2 schedule is published, but Wave 3 deployment plans are tentative pending completion of a successful Wave 2.
- **Scope** - The scope of the NC WISE program has not changed, which is to deploy the student information system to all K-12 Public Schools and Charter Schools in North Carolina.

#### 2. CNC – Child Nutrition Claims:

- **Priorities** - Child Nutrition Claims Replacement (CNC Replacement) is a high priority project designed to offer LEAs a more efficient method of establishing agreements and submitting claims under the USDA Child Nutrition program.
- **Funding** - CNC Claims replacement will continue to be federally funded.
- **Staff Resources** - No additional staff resources will be required.



- **Schedule** - The Agreements portion has been released and is currently in use by LEAs and NCDPI Child Nutrition staff. The Fresh Fruit and Vegetables module will be released in October 2006 and the Claims module will be released on November 1, 2006, allowing LEAs to make October 2006 their first electronic claims under the new system. The CRE review module is slated for release in January 2007. A Training Registration module will also follow.

**Scope** - The scope of the CNC Replacement has changed slightly due to an award of \$553,000 to NCDPI for direct certification, previously a part of the CNC Replacement project as well as the addition of the Fresh Fruit and Vegetables module and the Training Registration module at a cost of approximately \$43,000.

### 3. **CECAS – Comprehensive Exceptional Children Accounting System:**

- **Priorities** - CECAS remains the EC Division's highest priority due to new IDIEA requirements mandated by the federal government which were released in early September. These requirements listed in order of priority include developing:
  - Indicators 7, 11, and 12 capture and reporting
  - New Special Education screen to support indicators
  - CECAS report re-write to reflect IDIEA changes
  - Record Review Module
  - Enhanced CECAS Administration Module
  - Service Submission Module
  - Response to Intervention (RTI) Module
  - Occupational Course of Study Support
  - Deaf-Blind Registry
  - Legally Blind Registry
  - Department of Health and Human Services Integration
  - UID component upgrade
  - Application Monitoring
  - Disaster Recovery Test
  - Periodic Count Enhancement
  - Active/Exited Calculation Enhancement
- **Funding** - The three year initiative for funding to provide federally mandated new requirements, reporting, and continued maintenance/operations for CECAS are projected to be: \$9,107,403.00.
- **Staff Resources** – State funding for conversion of the eight contract positions to FTEs is a need expressed by the EC Division. Also, addition of a FTE project manager and Technical Architect (to take Malcolm Alexander's place) on the EC Delivery Team.

- **Schedule** - Delivery schedule will be prioritized with:
  - Indicators 7, 11, and 12 capture and reporting
  - New Special Education screen to support indicators
  - CECAS report re-write to reflect IDEIA changes
  - Record Review Module
  - Projected for delivered in FY 06/07.
- **Scope** – The scope of the CECAS project has increased changing due to the new Individuals with Disabilities Education Improvement Act (IDEIA). The re-authorization of IDEIA has new requirements mandated by the Federal Government which must be implemented CECAS system to achieve compliance.

#### 4. **Online Educational Service for Student Achievement Improvement (OESSAI):**

- **Priorities** - OESSAI is a priority to Dr. Leak and the local schools as a tool to offer growth in teacher effectiveness and improved academic achievement.
- **Funding** - OESSAI will continue to be federally funded.
- **Staff Resources** – There should not be any additional requirements for resources.
- **Schedule** – Initial rollout is scheduled to pilot LEA's during October.
- **Scope** – The scope of OESSAI has not changed.

#### 5. **Chart of Accounts:**

- **Priorities** - The current Chart of Accounts has several limitations with regards to being able to report on expenditures. When the chart was originally designed, it was tied to funding. However, the focus of the information has changed over the years and the current Chart does not answer the questions now being asked. The state requires uniform reporting of financial information via UERS. No Child Left Behind legislation requires that all populations of students must meet achievement goals. DPI is able to provide testing information; however, finance can not provide the resources expended on these objectives. This new chart of accounts will capture these costs at the LEA/Charter School level.
- **Funding** - This project is projected to cost \$260,000 (internal resources)

- **Staff Resources** - There should not be any additional requirements for resources.
- **Schedule** - Implementation of the new Chart of Accounts will be 7/1/2007.
- **Scope** - The scope of the project includes updating the DPI systems that are impacted by the Chart of Account change and updating procedures when applicable. The scope also includes communication with Local Education Agencies (LEAs), Charter schools and their financial vendors regarding implementation dates and file layout changes, if any.

## **Applications**

The following table represents the current portfolio analysis of systems supported by staff of the Technology Services Area of the NCDPI. The agency received an expansion budget in the amount of \$2,000,000 for legacy system migration through the recent legislative session. The NCDPI will migrate as many of the legacy systems as possible within this funding. The NCDPI is requesting an additional \$2,000,000 each fiscal year, 2007-08 and 2008-09 in an effort to complete the legacy system migration and/or consolidation of critical systems.

## 2006 DPI Current Portfolio Analysis Future Management Plan

Number	Name of Legacy System	Current Platform/ Language	Future Management Plan	Other Notes
Priority 1	Byrd	Power Builder	Retirement with replacement	Small – would be good for learning a new technology
Priority 1A	Budgetary & Bond Allotments	Focus	Retirement with replacement	
Priority 2	Dropout	Focus – Access – VB- ASP	Retirement with replacement, Modernization/ enhancement	Focus license support at ITS will run out next year
Priority 2A	School Name and Address	Main Frame, AS400, VB/SQL	Retirement with replacement	
Priority 3	CTE-Voc Ed modules	Focus	Retirement with replacement	Dependency on the decision to replace SNA Focus license support at ITS will run out next year.
Priority 3A	School Insurance	Focus	Retirement with replacement	
Priority 4	iDEA – Vocats web site	VB	Modernization/ enhancement	Focus license support at ITS will run out next year.
Priority 4A	HS Graduate Survey	Excel, E-Mail	Retirement with replacement	Accommodate via NCWISE? (Under Review)
5	PMR/ADM (Principals Monthly Report)	Easytrieve – Cobol – SAS	Retirement with replacement	Dependency on the decision to replace SNA
6	SAR (School Activity Report)	Cobol – DB2 – CICS – Easytrieve Plus	Retirement with replacement	Dependency on the decision to replace SNA
7	PPAR (Professional Personnel Activity)	IMS, DL1, Cobol	Retirement with replacement	Could be incorporated into a re-

<b>Number</b>	<b>Name of Legacy System</b>	<b>Current Platform/ Language</b>	<b>Future Management Plan</b>	<b>Other Notes</b>
	Report)			architected and migrated SAR system.
8	PPMS	Notes	On-going normal maintenance	No point in rewriting until Perkins IV is mandated
9	EC Grants	Notes	On-going normal maintenance	No point in rewriting until decision on agency-wide Grant System
10	COS	AS/400/ Cobol	Retirement with replacement	Accommodate via NCWISE? (Under Review)
11	Elementary School Conference	VB6	On-going normal maintenance	No point in rewriting until decision on agency-wide Conference Management System
12	Safe Schools Conference	VB6	On-going normal maintenance	No point in rewriting until decision on agency-wide Conference Management System
13	Minority Conference	VB6	On-going normal maintenance	No point in rewriting until decision on agency-wide Conference Management System
14	ABC Reporting	J2EE	Modernization/ Enhancement On-going normal maintenance	
15	DDC	J2EE	Modernization/ Enhancement	

<b>Number</b>	<b>Name of Legacy System</b>	<b>Current Platform/ Language</b>	<b>Future Management Plan</b>	<b>Other Notes</b>
			On-going normal maintenance	
16	IAS	Power Builder 6.5	Retirement without replacement (elimination)	
17	Charter School Send File	C++	On-going normal maintenance	
18	Charter School Processes	Main Frame	On-going normal maintenance	
19	Change Password	Lotus Notes	On-going normal maintenance	
20	Compensatory Ed	Data download into an Excel Spreadsheet	Retirement with replacement	No point in rewriting until decision on agency-wide Grant System
21	DPI Security	VB	On-going normal maintenance	
22	EdMail	Informatica	Modernization/ enhancement	
23	SBE Future Agenda	Lotus Notes	On-going normal maintenance	
24	SBE Policy Manual	VB	On-going normal maintenance	
25	School Report Card	J2EE	Modernization/ enhancement	
26	Duplicating	VB, Access	On-going normal maintenance	
27	DPI Intranet	VB, ASP	Modernization/ enhancement	
28	Agency Timesheets	Lotus Notes	On-going normal maintenance	Will be included in Beacon

<b>Number</b>	<b>Name of Legacy System</b>	<b>Current Platform/ Language</b>	<b>Future Management Plan</b>	<b>Other Notes</b>
29	School Bus Surplus	Lotus Notes	On-going normal maintenance	
30	Athena Web Site	VB	On-going normal maintenance	
31	TCS – Transfer Control System	VB, ASP	On-going normal maintenance	
32	AMTR – Annual Media & Technology Report	VB	Retirement with replacement	
33	HEAT	COTS Package	On-going normal maintenance	
34	ATStatus	VB	On-going normal maintenance	
35	EC Conference	Windows Server VB6 SQL Server 2000	On-going normal maintenance	No point in rewriting until decision on agency-wide Conference Management System
36	Governor's School	Windows Server VB6 SQL Server 2000	Modernization/ Enhancement On-going normal maintenance	
37	Senate Bill 2	VB	On-going normal maintenance	
38	DPI Agency Personnel	AS/400	On-going normal maintenance	Will be included in Beacon
39	Common Follow-Up	Main Frame	On-going normal maintenance	
40	Grade, Race, Sex	Main Frame	On-going normal	Accommodate via NCWISE?

Number	Name of Legacy System	Current Platform/ Language	Future Management Plan	Other Notes
			maintenance	(Under Review)
41	DPI Payroll	Main Frame	Modernization/ enhancement	
42	Property Insurance Policy	Focus	Retirement with replacement	
43	Salary	VB	Modernization/ enhancement	
44	Budget Status Report	Data File from NCAS	On-going normal maintenance	Will become part of Beacon
45	BUD/IRM	AS/400 Cobol	Retirement with replacement, On-going normal maintenance	No point in rewriting until decision on agency-wide Grant System
46	Cash Management On-Line, Batch & School Bonds	Main Frame	On-going normal maintenance	
47	Child Nutrition Report	Part of CN Easysoft	Retirement with replacement	Replacing with new CN Application & Claims
48	DBS External	Main Frame	On-going normal maintenance	Possibly to be replaced with Beacon.
49	DBS Internal/NCAS	Main Frame	Retirement with replacement	Will be replaced with Beacon
50	Retirement Charter Schools	Flat File from Charter Schools to ESC	Modernization/ Enhancement On-going normal maintenance	New Retirement System should pick up this process.
51	CN Easysoft	COTS	Retirement with replacement	Replacing with new CN Application & Claims
52	NCAS Cognos Reports (SmartStream)	Creates Budget Status Reports	On-going normal maintenance	Will become part of Beacon
53	Hope	Main Frame	On-going	



<b>Number</b>	<b>Name of Legacy System</b>	<b>Current Platform/ Language</b>	<b>Future Management Plan</b>	<b>Other Notes</b>
	Scholarships		normal maintenance	
54	MFR/AFR	Main Frame	On-going normal maintenance	
55	UERS-Financials	Main Frame	On-going normal maintenance	
56	LEA Bank Recon	File that Treasure Office creates on Main Frame and DPI sends to LEAs	On-going normal maintenance	
57	Teach4NC Website	HTML	Modernization/ Enhancement On-going normal maintenance	
58	Training.dpi.state.nc.us	ASP, VB6	Modernization/ Enhancement On-going normal maintenance	
59	Licensure Revocations	VB6	Modernization/ Enhancement On-going normal maintenance	
60	Lic/Sal Website	ASP, VB6	Modernization/ Enhancement On-going normal maintenance	
61	PRAXIS	VB6	On-going normal maintenance	
62	HRMS – LEA	Lotus Notes	Modernization/ enhancement	
63	HRMS –	Lotus Notes	Modernization/	

<b>Number</b>	<b>Name of Legacy System</b>	<b>Current Platform/ Language</b>	<b>Future Management Plan</b>	<b>Other Notes</b>
	Applicant		enhancement	
64	HRMS Reporting Tool	VB	Moderation/ Enhancement On-going normal maintenance, Retirement with replacement	
65	HRMS Legacy	AS/400, Cobol	Retirement with replacement	
66	HRMS Licensure Push	VB6	Modernization/ Enhancement On-going normal maintenance	
67	Licensure Imaging	COTS	On-going normal maintenance	
68	ILP/PBL	ASP, VB6	Retirement without replacement (elimination)	
69	NBPTS	ASP, VB6	Modernization/ Enhancement On-going normal maintenance	
70	Non-Public Teaching Experience Website	ASP, VB6	On-going normal maintenance	
71	Scholarship Loans – PTSL, TASL		Retirement without replacement (elimination)	Moved to another agency
72	EC Teacher Assistance Training Log	N/A	N/A	Retired a year ago.
73	EC Child Count Reduction			
74	EC Workshop/ Summer Institute	Windows Server, VB6,	On-going normal	No point in rewriting until

Number	Name of Legacy System	Current Platform/ Language	Future Management Plan	Other Notes
		SQL Server 2000	maintenance	decision on agency-wide Conference Management System
75	CECAS	Windows Server, VB.NET, SQL Server 2002	On-going normal maintenance	
76	UERS – Student	SIMS/NC WISE		Will become part of NC WISE.

## Infrastructure Assets

The following information represents an analysis of the inventory of infrastructure assets, determined needs for refreshments, upgrades, replacements, additions, etc. to meet security, reliability, and other requirements.

### Operations Division Input:

The following information is limited in scope to the Agency infrastructure, desktops, and servers that are currently in a production status. This information was obtained by an analysis with staff of the Operations Division, Technology Services Area. Not included in this analysis are the requirements for infrastructure needs associated with the various business unit new requirements. It is assumed that those requirements are being captured within the requests that are provided by the individual business unit's input to the plan. This assumption has been verified by conversations with the Divisional CIOs, which were responsible for the completion and inclusion into this plan of new business requirements of the respective business units their teams serve.

### Initiatives:

#### 1. Red Hat Licensing

- a. Currently using Educational Licensing, which comes with no support. This has not met agency needs, and we need to upgrade to the Enterprise ES level license.
- b. Cost: \$799 per server, with needing 25 licenses for an estimate of **\$19,975.**

## 2. Desktop/Laptop Warranty

- a. Total active desktops: 573; out of warranty at some level: 525 (91%)
- b. 398 desktops are out of warranty (69%) but still very viable machines for the user.
- c. An additional 127 desktops are end-of-life and out of warranty (22%). They are performing adequately for the user, but are at increased risk of failure.
- d. **Option 1:** purchase an extended warranty for \$200 per unit per year for an estimate of **\$80,000**.
- e. **Option 2:** establish a 3-year technology refresh program throughout agency that plans on purchasing 200 machines annually for replacement of older machines. Latest costs for high-end Desktop is \$700, with high-end laptop at \$1,368. Assuming an 80/20 mix of desktops to laptops, an estimate of **\$112,000** per year for desktops and an estimate of **\$55,000** per year for laptops, totaling an estimate of **\$167,000** per year. Within three years, all machines will be within warranty and renewed.
- f. **Option 3:** More than half of the users in the agency do not need high-end computing equipment, thus can stretch the useful life of a system to four or five years. Given this, replacing as needed and having approximately 20 desktops for an estimate of **\$14,000** and 10 laptops for an estimate of **\$13,680** on hand for ready-deployment in event of failure would reduce the overall capital outlay for computers, totaling an estimate of **\$27,680** per year.

## 3. Building Wiring Infrastructure

- a. Data wiring is currently Category 3 wire, capable of only 10Mbps reliably.
- b. Wiring is 15 years old.
- c. We have been performing “spot” upgrades for failed wiring or where staff needs exceeded the 10Mbps limitation.
- d. Need to replace wiring to Category 5e or Category 6 for 100/1000Mbps desktop connectivity.
- e. Cost per quadrant of 48 offices (approximately ¼ of a floor) = approximately 20 quadrants.
  - i. Cat5e: \$14,500 x 20 = approximately **\$290,000**
  - ii. Cat6 : \$19,626 x 20 = approximately **\$392,520**

## 4. Server Warranty Issues

- a. Eighty-four servers are currently out of warranty, or will be within a year.
- b. Year/number of machines out of warranty

- i. 2002: 3
  - ii. 2003: 4
  - iii. 2004: 13
  - iv. 2005: 15
  - v. 2006: 19
  - vi. 2007: 27
- c. Cost: approximately **\$30,000** for two-year warranty coverage

## Operations/IT Management

- **Budgeting and Investment Justification and Selection:** The NCDPI currently is organized with a Division of Agency Operations and Management, which is led by an Executive Director and Service Management Teams within the Enterprise Program Management Office (EPMO). Within these Service Management Teams, there is a Divisional CIO level role and supporting team of staff that serves the particular groups of business units of the agency. These Service Management Teams serve the business units listed below:

- Financial Services
- Human Resource Management
- Exceptional Children
- Student Information
- DPI Enterprise
- Technology Services

The Divisional CIOs meet daily with their respective business units to determine their business needs. Through the leadership of the Financial Services Area, the Technology Services Area, the Agency Operations and Management Division and the Service Management Teams/EPMO, discussions occur with regards to budgeting and investment justification and selection of where time, resources and materials are spent within the agency.

A Data Coordinating Council, established in August of 2005, represents all areas of the Department and oversees agency-wide data issues. Members are selected by the Deputy Superintendent for their roles in the agency, their decision-making authority, and their knowledge of data.

The Data Coordinating Council performs the following functions:

- resolve conflicts surrounding qualitative data
- manage the department's annual data plan and approve new data collections

- ensure compliance with state legislation and decrease duplication of collection efforts
- enforce coherent rules about data collections
- ensure that a broad range of stakeholders have a voice in decisions about changing, developing, and ending data collections and disseminations
- be the authoritative body on the coordination of data collection and management processes
- maintain standards and business rules for data
- review and sign off on RFPs for new and improved data collection systems
- resolve conflicts in prioritization of DPI requests on the reporting side of NC WISE

The membership, appointed by the Deputy Superintendent, includes:

- Executive Director of Agency Operations (chair of the committee)
- One representative with delegated decision making authority representing Technology Services
- Two representatives with delegated decision making authority representing Financial and Business Services (preferably one from finance and one from student accounting)
- One representative with delegated decision making authority representing Curriculum and School Reform Services
- One representative with delegated decision making authority from Curriculum and School Reform Services representing Exceptional Children
- One representative with delegated decision making authority representing Human Resource Management
- One representative with delegated decision making authority representing Accountability Services
- Senior Research and Evaluation Coordinator
- Enterprise Data Architect
- One representative of the NC WISE team

Staff members include the Senior Data Manager in Agency Operations and Management (AOM) and other AOM staff.

The Council may invite local school system representatives to attend meetings when a local perspective is needed or when an issue involves multiple stakeholders at the local level. For instance, a free lunch issue might include representatives from Career and

Technical Education, Accountability, Compensatory Education, Child Nutrition, etc.

- **Project Management and Delivery:** The EPMO has developed a Project Management Methodology based on PMI standards and best practices. This methodology details the DPI procedures and guidelines for managing projects and also contains suggested templates for a consistent project management approach across all DPI related projects. The Technology Services Area of the NCDPI is encouraging all of the Project Manager staff to pursue PMP certification, as well as recommending that all project manager new hires to be PMP Certified. The NCDPI encourages its project manager staff to actively participate in the monthly PM Advisors Group that is hosted and supported by State ITS.
- **Applications Management:** The NCDPI has recently completed the process to document all of the legacy applications through the state-wide Applications Portfolio Management system/tool. This tool will be the method by which the NCDPI manages its application portfolio going forward. The Divisional CIOs will perform analysis through the tool of the applications in their portfolio to develop a future management plan for each application.
- **Infrastructure Assets Management:** The NCDPI currently utilizes the Agency's asset management/tracking system to document inventory control of all infrastructure related assets. There is a need for a more sophisticated system to allow tracking of warranty information, versioning control, licensing control, etc. The NCDPI will be investigating purchase or development of such a tracking system.
- **Internal Agency Consolidation Plans:** There is a Data Policy Committee working under the direction of the Data Coordinating Council which consists of various business and technology representatives. This committee is charged with developing a data dictionary of all related information/data the agency collects, defining policy on how that data is collected and determining the various data and report collections and dates for those collections that are required by the business units of the agency in order to support the mission of the agency and the State Board of Education. A published listing of these data collection activities and calendar is found on the DPI public web-site at:

<http://www.ncpublicschools.org/data/calendar>

The Annual Data Inventory serves as the official record and master schedule of all recurring annual data reports required by the North Carolina Department of Public Instruction. It is intended to make the reporting of data a more manageable task for local school districts. A contact within the Department is included should questions arise concerning a particular report. The Department remains committed to the goal of improving the quality of data reporting while placing a minimal burden on school districts and schools..

- **Purchasing, Contract Development and Vendor Management:** The department adheres to the policies and procedures set forth by Office of State Budget Management and the IT Procurement Office. Currently, the Financial Services Area has convened an agency task force to review the internal agency policies and procedures with regards to the DPI contract processes. This committee will make recommendations to agency leadership for areas of improvement or change.

- **Security Management:** NCDPI currently has a disjointed approach to security management that presents a clumsy, often incoherent series of hurdles to our customers. Multiple user-id's and passwords, inconsistent account creation and management practices, and variations in access depending on location are just a few of the challenges we face. In addition, our technical security means are poorly equipped to detect and stop intrusions, trend access and usage patterns, or even reliably detail the actions of our users without significant effort. To correct these issues, NCDPI intends to outsource identity management and authentication responsibilities to the NCID service offered by ITS and begin a remediation program for applications to support the use of an external authentication system. The goals of this plan will be:

- Have all users of NCDPI systems registered with NCID within 1 year
- Replace internal application authentication mechanisms with standard NCID and LDAP based means over the next 5 years

We will work with ITS to develop appropriate system surveillance and interdiction capabilities capable of supporting our users anywhere in the world and insuring highly available, secure systems access with appropriate accountability of user actions.

- **Information and Data Management:** The NCDPI is currently determining requirements for an information and data management system through planning for a Longitudinal Data System. Such a system could track a student from services they receive prior to



entry into the public school system through any post-secondary education one might receive. We are also planning to shift our ad-hoc integration approach to a broker based methodology. This will reduce the demand for duplicate data submission by our customers by providing standard integration tools and approaches for applications that will allow them to exchange common data in the background and eliminate the need for the users to enter data in multiple systems. This is not a trivial task. Establishing appropriate brokering software and systems will create a new class of Enterprise system that will have to be operated and maintained. Existing applications will have to be adapted to accept selected data from other systems rather than their own user interfaces. This program has already been initiated through the NCWISE Ad Hoc Reporting project which is bringing key data storage, processing, analysis, and reporting capabilities into the NCDPI infrastructure. This program will be extended to other applications and new message brokering software (freely available under the State contract with Oracle) will be added to provide a message based exchange mechanism accessible by all applications and configurable using Business Process Execution Language.

- **Service Management:** The IT Operations Division is currently in the process of implementing ITIL processes and procedures within their service management roles and responsibilities. The goal will be to adopt the practice of ITIL throughout the Technology Services Area. Plans are underway to determine a training strategy for personnel of the Operations Division and the EPMO.
- **Disaster Recovery and Business Continuity:** The NCDPI Continuity of Operations Planning (COOP) Plan is currently being developed as part of a statewide initiative in this area. An initial revision will be ready within 90 days and will provide basic plans for continuing operations of the Department. This plan will be reviewed annually and tested periodically to insure feasibility and effectiveness.
- **Technical Architecture:** The NCDPI currently presides over a variety of technical systems, hardware and software whose variety is only exceeded by the typical flea market. Systems have grown up in what might best be described as the wild west of information technology - dependent on the heroic efforts of individuals, and completely incapable of working together without more of those heroic efforts. As a result, we are unable to reach agreement between systems about basic factual data because there is little agreement on the definition of the facts themselves, or their method of collection and processing. This condition also makes it difficult to

maintain staff expertise at much more than a basic familiarity level due to the variety of skills our staff must manage.

To address these issues we are developing an Enterprise Architecture designed to achieve several objectives:

- Reduce the variety of operating systems and hardware required to support our business and office automation systems
- Support a standards based integration strategy using Business Process Execution Language capable message brokering software to integrate business application data
- Reduce the variety of development languages and programming models implemented by our business applications
- Improving business application durability by extracting workflow logic out of them into a separate architectural layer that transcends individual applications
- Reducing business application redundancy by extracting data reporting, analysis, and publication services out of individual applications into an enterprise level data reporting repository
- Outsource identity management and authentication to NCID and adapt application to use standard (LDAP) external user authentication mechanisms.
- Establish data quality factors and measurement capabilities consistent with the ten design principles of the National Center for Educational Accountability (NCEA) Data Quality Campaign (<http://www.dataqualitycampaign.org/>)

The Enterprise Architecture is currently planned for publication by January 1, 2007 and will detail the objective architecture and a roadmap for achieving it. We do not intend to attempt to describe our existing architecture in greater detail than is already clearly visible in our Application Management Portfolio data. It serves no particular purpose to simply detail the mess we have, and it can easily consume significant time, money, and effort. Our situation is clear to even the casual observer, and needs no further review.

## **Human Resources**

The following table represents an analysis of additional IT resources needed in order to continue the work of technology to meet the business needs of the agency and LEAs. The Service Management/EPMO Division is currently

organized with functional teams that represent/serve the business units of the agency. These functional teams are as follows:

- **Financial Services** – this team supports the Financial Services Area of the agency. Due to the number of systems supported by this team and the complexity of those systems such as Salary, Child Nutrition, School Insurance, etc., it has been clearly identified that additional resources are needed to provide required/requested system enhancements and or new system requests. These roles are identified in the table below.
- **Human Resource Management**
- **Exceptional Children**
- **Technology Services**
- **Student Information/Enterprise** – this team supports the largest business units in the agency which is the Curriculum and School Reform Services Area, the business units under the direction of the Deputy State Superintendent which are Personnel, Agency Operations and Management, Accountability and Communications and the State Board of Education. Due to the volume of services this team is expected to support, it has been clearly identified that additional resources are needed to support the many business units this team supports. These roles are identified in the table below. The requested numbers of new staff positions are reflective of the new business unit requests that have been identified through this planning process.

The Instructional Technology Division of the Technology Services Area, NCDPI would like to convert existing long-term contractor positions to permanent positions. These positions are currently funded with federal funding which will not recur for the next fiscal year.

The Operations Division of the Technology Services Area, NCDPI would like to convert a long-term contractor position to a permanent position. This position provides RACF administration for the DPI, Public and Charter Schools.

Functional Team	Requested Role	Estimated Salary (mid point of salary range – Advanced Level)	Estimated Benefits – <i>Medical, (\$3,854) + Retirement (7.14%) + SS (7.65%)</i>	Total Estimated Salary Needed
Finance Team/EPMO	<b>Project Manager/Business Analyst (1 needed)</b> (Business &	\$95,344	\$17,956	\$113,300

Functional Team	Requested Role	Estimated Salary (mid point of salary range – Advanced Level)	Estimated Benefits – <i>Medical, (\$3,854) + Retirement (7.14%) + SS (7.65%)</i>	Total Estimated Salary Needed
	Technology Applications Specialist) (Advanced)			
Finance Team/EPMO	<b>Programmer/ Developer (1 needed)</b> (Business & Technology Applications Analyst) (Advanced)	\$75,469	\$15,015	\$90,484
Student Info/ Enterprise Team/EPMO	<b>Project Manager (3 needed)</b> (Business & Technology Applications Specialist) (Advanced)	\$95,344 x 3 = \$286,032	\$17,956 x 3 = \$53,868	\$136,781 x 3 = \$339,900
Student Info/ Enterprise Team/EPMO	<b>Application Architect (3 needed)</b> (Business & Technology Applications Specialist) (Advanced)	\$95,344 x 3 = \$286,032	\$17,956 x 3 = \$53,868	\$136,781 x 3 = \$339,900
Student Info/ Enterprise Team/EPMO	<b>Business Analyst (3 needed)</b> (Business & Technology Applications Analyst) (Advanced)	\$75,469 x 3 = \$226,407	\$15,015 x 3 = \$45,045	\$108,268 x 3 = \$271,452
Student Info/ Enterprise Team/EPMO	<b>Programmer/ Developer (3 needed)</b> (Business & Technology Applications Analyst) (Advanced)	\$75,469 x 3 = \$226,407	\$15,015 x 3 = \$45,045	\$108,268 x 3 = \$271,452
Student Info/ Enterprise	<b>Quality Assurance Analyst (3 needed)</b>	\$75,469 x 3 = \$226,407	\$15,015 x 3 = \$45,045	\$108,268 x 3 =

<b>Functional Team</b>	<b>Requested Role</b>	<b>Estimated Salary (mid point of salary range – Advanced Level)</b>	<b>Estimated Benefits – <i>Medical, (\$3,854) + Retirement (7.14%) + SS (7.65%)</i></b>	<b>Total Estimated Salary Needed</b>
Team/EPMO	(Business & Technology Applications Analyst) (Advanced)			\$271,452
Instructional Technology Division	<b>Instructional Technology Teacher-on-Loan (2 needed)</b>			\$140,000 (\$70K for each position)
Instructional Technology Division	<b>Convert 2 existing Federally funded contract positions</b> Enhancing Education Through Technology Federal Funding is going away.			\$159,078 (\$79,539 for each position)
Instructional Technology Division	<b>Convert 2 existing Federally funded contract positions</b>			\$159,078 (\$79,539 for each position)
Operations Division	<b>RACF Administrator (1 needed)</b> (Business & Technology Applications Technician) (Advanced)	\$60,672	\$12,872	\$73,544
E-Rate / Connectivity	<b>E-Rate Consultant (6 needed)</b> <b>Connectivity Funding will be used.</b>	\$80,000 x 6 = \$480,000	\$15,686 x 6 = \$94,116	\$95,686 x 6 = \$574,116
E-Rate / Connectivity	<b>WAN Eng Technical (6 needed)</b> <b>Connectivity Funding will be used.</b>	\$100,000 x 6 = \$600,000	\$18,644 x 6 = \$111,864	118,644 x 6 = \$711,864
E-Rate	<b>Technical Consultant (1 needed) DPI</b>	\$90,000	\$17,165	107,165

Functional Team	Requested Role	Estimated Salary (mid point of salary range – Advanced Level)	Estimated Benefits – <i>Medical, (\$3,854) + Retirement (7.14%) + SS (7.65%)</i>	Total Estimated Salary Needed
	<b>Funding</b>			
<b>Totals – does not include positions funded with Connectivity Funding</b>		<b>\$1,842,770</b>	<b>\$305,879</b>	<b>\$2,336,760</b>

## Chapter 3 - IT Specific Economic-Driven Requirements or Opportunities

The Technology Services Area of the NCDPI is one of the agencies that is joining partnership with State ITS to utilize the new Software Quality Assurance Suite of Functional and Performance Testing Products. With this effort comes the need for detailed training for our Quality Assurance Analysts in the use of the Mercury products. Currently, there are four Quality Assurance Analysts and one Quality Assurance Manager on staff. Training in the product for each of these analysts is estimated at an average of \$3,000 per staff for a total need of **\$15,000**.

## Chapter 4 - IT Initiatives Developed From and Aligning With Plan Drivers

The following initiatives were derived from requirements gathering sessions with the various business units of the Agency. The Divisional CIOs and their teams met with their respective business subject matter experts to discuss and document the business needs for the next two fiscal years – 2007-08 and 2008-09. The initiatives are divided into two groups: (1) those that are Enterprise in nature, and (2) those that are self-contained to a specific business unit. Following is a summary of each initiative with supporting documentation. Should there be questions, or if additional clarification is needed, contact Annette Murphy at 807-3383 or via email at [amurphy@dpi.state.nc.us](mailto:amurphy@dpi.state.nc.us).

## Initiative 1 -- *Longitudinal Data Service*

**Area/Division/Section:** Deputy Superintendent's Office/ Agency Operations & Management, Technology Services Area

**Organization:**

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Janice Davis, Deputy State Superintendent
		Peter Asmar, Chief Information Office
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Priscilla Maynor, Executive Director
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ken Thompson, Chief Enterprise Architect
		Karl Pond, Senior Data Manager

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 2<sup>nd</sup> quarter 2007
- End – 2<sup>nd</sup> quarter 2009

### **Business Requirement Description/Justification:**

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

### **Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Provide centralized, authoritative data repository for agency.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Improve responsiveness to external data requests.	H
Create and manage authoritative data source repository.	H
Reduce inaccurate, conflicting and/or duplicate data.	H
Reduce inaccurate or conflicting responses to data requests.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Centralized, authoritative source for agency data.
2. Increase Student Achievement	X			Provide authoritative data to better help agency staff and others analyze effectiveness of education initiatives to better target student improvement needs.
3. Increase Efficiency	X			Reduce staff time needed to gather, research and analyze agency data.
4. Increase Productivity		X		Centralized source eliminates need to contact each data steward separately to gather needed data for each individual request.
5. Improve Responsiveness	X			Central source for data will allow for greater response time to customer requests.
6. Improve Customer Service/Value	X			Data will be authoritative and centralized for more reliability and faster responsiveness.
7. Decrease Cost				
8. Reduce Risk	X			Data will be authoritative reducing risk of providing conflicting data to customers or making decisions based on inaccuracies.
9. Improve Quality	X			Data will be authoritative and centralized for consistency across the agency for data reporting.
10. Other (Describe)				



**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** One Subject Matter Expert, etc.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Agency Operations & Management
  - NC School Report Cards data reporting
  - EDEN data reporting

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Centralized, authoritative data repository

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with ITS/Technology Services and with the use of established and proven information technologies in mind. Prototype the solution.
<b>Financial</b>	Insufficient or unsecured funding.	Ensure management signoff/commitment to funding initiative.
<b>Security</b>	Lack of compliance and due diligence.	Involve Technology Services security officers and best information security practices in the development process.
<b>Political</b>	Lack of agency support. Unanticipated external influences that expand the project scope and financial support.	Involve appropriate stakeholders and communicate often with agency to ensure buy-

Potential Risk	Description of Risk	Resolution
		in. Enforcement by leadership.
<b>Staffing</b>		
<b>Regulatory</b>	Changes in regulations.	Develop and exercise compliance, define roles and responsibilities. Create an effective priority identification process. Improve awareness of applicable changes.
<b>Skills</b>	Lack of appropriate skills for the task.	Internal staff development and/or contracting.
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- NC WISE

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
Budget Categories	Amount
Internal Resource Labor (see table below)	\$ 142,166 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$ 350,000

Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$ 492,166</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project Manager	1			<u>280</u>
Project Sponsor	1			<u>200</u>
Functional Systems Analyst	1			<u>400</u>
Database Administrator	1			<u>320</u>
Subject matter Experts	12			<u>1800</u>
Technical Architect	1			<u>200</u>
Data Architect	1			<u>300</u>
Quality Assurance	1			<u>280</u>
Tester	1			<u>200</u>
<b>Subtotals</b>	20			<u>3980</u>
<b>External Resource Labor:</b>				
<b>Subtotals</b>				
<b>Totals</b>	20			<u>3980</u>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State		X	X		X	X	X
Federal							
Local							
Grant							
Other							

## **Initiative 2 -- Document Management/Workflow**

**Area/Division/Section:** Deputy Superintendents Office/ Agency Operations & Management

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Janice Davis, Deputy State Superintendent
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Priscilla Maynor, Executive Director
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 2<sup>nd</sup> quarter 2007
- End – 2<sup>nd</sup> quarter 2009

### **Business Requirement Description/Justification:**

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

### **Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

<b>Key Business Goals</b>	<b>Priority (H)igh, (M)edium, (L)ow</b>
Provide document management solution for use by the enterprise.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Improve responsiveness to external communication requests to the SBE Office and State Superintendent.	H
Create and manage knowledgebase.	H
Establish mechanism to increase response to repetitive requests for information.	H
Establish mechanism to reduce inaccurate or conflicting responses to requests for information.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Provide overall benefit of increased efficiency and effectiveness to agency staff through defined business processes,
2. Increase Student Achievement			X	
3. Increase Efficiency	X			Improve agency operations through centralized document management and workflow system.
4. Increase Productivity	X			More requests can be handled in a timely manner by reducing time between receipt of requests and final response.
5. Improve Responsiveness	X			Reduce bottlenecks in information transfer between internal agency staff and between the agency and our customers.
6. Improve Customer Service/Value	X			Better tracking of responsiveness of agency to requests and access to knowledgebase of past responses will provide consistent and timelier responses to our customers.
7. Decrease Cost	X			Reduce staff time spent on routing, tracking and requests.
8. Reduce Risk	X			Eliminate loss of time related to paper sitting on desks while staff is off-site.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
				Alleviate potential to send conflicting information to customers, resulting in reduced confidence in agency and potential for lawsuits.
9. Improve Quality	X			Access to a knowledgebase of past responses and ability to track requests will allow for consistent response to customers and increase customer confidence.
10. Other (Describe)			X	

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Subject Matter Experts, etc.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, etc. (see staff listing below)

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- State Superintendent's Office, State Board of Education Office
  - Enter, route, track and store correspondence
- Agency Operations and Management (representing all business areas)
  - Internal agency processes to be automated – form development, entry, workflow, storage

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Document Management System
- Workflow Engine

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with ITS/Technology Services and with the

Potential Risk	Description of Risk	Resolution
		use of established and proven information technologies in mind. Prototype the solution.
<b>Financial</b>	Insufficient funding. Unidentified costs.	Approach solution in stages as funds permit and value delivered at each phase. Obtain appropriate input and utilize appropriate expertise necessary in order to refine cost estimates. Enforcement by leadership.
<b>Security</b>	Lack of compliance and due diligence.	Involve Technology Services security officers and best information security practices in the development process.
<b>Political</b>	Lack of agency support. Unanticipated external influences that expand the project scope and financial support.	Involve appropriate stakeholders and communicate often with agency to ensure buy-in. Enforcement by leadership.
<b>Staffing</b>	Insufficient participation by agency staff at all levels.	This effort requires staff involvement at all levels, management must
<b>Regulatory</b>	Changes in regulations.	Develop and exercise compliance, define roles and responsibilities. Create an effective priority identification process. Improve awareness of applicable changes.
<b>Skills</b>	Lack of appropriate skills for the task.	Internal staff development and/or contracting.
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Could potentially utilize efforts by State ITS to secure a document management software/system that could be a shared costs by state agencies.

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ 65,852 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$200,000
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$ 265,852</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>Total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project Manager	1			<u>200</u>
Project Sponsor	1			<u>80</u>
Functional Systems Analyst	1			<u>320</u>



Quality Assurance Analyst	1			<u>160</u>
Tester	1			<u>80</u>
System Architect	1			<u>80</u>
Database Administrator	1			<u>80</u>
Programmer/Analyst	2			<u>600</u>
Trainer	1			<u>80</u>
Subject Matter Experts	3			<u>240</u>
<b>Subtotals</b>	13			<u>1920</u>
<b>External Resource Labor:</b>				
Contractor 1				
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>	<b>13</b>			<u>1920</u>

### Initiative 3 – Conference Package

**Area/Division/Section:** Deputy Superintendents' Office/ Agency Operations and Management

**Organization:**

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Janice Davis, Deputy State Superintendent
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Priscilla Maynor, Executive Director
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Sherry Ward, Business Project Manager

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 2<sup>nd</sup> quarter 2007
- End – 2<sup>nd</sup> quarter 2009

**Business Requirement Description/Justification:**

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Obtain a single, centralized conference management system for the agency.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Need a single, centralized conference registration system.	H
Need ability to accept online payments.	H
Need ability to initiate online surveys.	H
Need ability to create printed materials such as certificates, personalized mailings, etc.	H
Need system to provide a public calendar or publish to an existing online calendar.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)				
2. Increase Student Achievement			X	
3. Increase Efficiency	X			This system will replace the current manual processes, and the current hybrid online/client/manual systems already in place.
4. Increase Productivity	X			A uniform system will alleviate the need to support for a variety systems. Additionally, the current manual processes will be automated reducing staff data entry time.
5. Improve Responsiveness	X			This system will allow participants to register, submit payments, receive confirmations and check conference updates instantly.
6. Improve Customer Service/Value	X			DPI staff will be able to focus on materials and conference session development and respond to customer requests faster.
7. Decrease Cost	X			A single maintained system for the agency will alleviate the need for multiple contractors or internal production staff maintaining a variety of disparate systems.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
8. Reduce Risk	X			A single system for the agency will reduce the risk that support staff will have the varied skills the current disparate systems require.
9. Improve Quality	X			The current manual processes will be automated reducing the chance for keying errors by staff.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** One Subject Matter Expert, etc.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Agency
  - Online payment for registration
  - Online registrations

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Online accessible conference package system

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with ITS/Technology Services and with the use of established and proven information technologies in mind. Prototype the solution.
<b>Financial</b>	Insufficient funding. Unidentified costs.	Approach solution in stages as funds permit

Potential Risk	Description of Risk	Resolution
		and value delivered at each phase. Obtain appropriate input and utilize appropriate expertise necessary in order to refine cost estimates. Enforcement by leadership.
<b>Security</b>	Lack of compliance and due diligence.	Involve Technology Services security officers and best information security practices in the development process.
<b>Political</b>	Lack of agency support. Unanticipated external influences that expand the project scope and financial costs.	Involve appropriate stakeholders and communicate often with agency to ensure buy-in. Enforcement by leadership.
<b>Staffing</b>		
<b>Regulatory</b>	Changes in regulations.	Develop and exercise compliance, define roles and responsibilities. Create an effective priority identification process. Improve awareness of applicable changes.
<b>Skills</b>	Lack of appropriate skills for the task.	Internal staff development and/or contracting.
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- *There are several home-grown stand alone conference registrations systems throughout the agency that have been developed during the past*

several years. One standard package would allow those existing systems to be retired, thus reducing the production system support analysis time spent in updating/enhancing individual systems.

**Relationship with Statewide Initiatives/Projects:** (Such as a document management system, etc.)

- None known.

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ 62,153 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$ 100,000
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$162,153</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>Total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project Manager	1			<u>200</u>
Project Sponsor	1			<u>150</u>
Functional Systems Analyst	1			<u>300</u>
Quality Assurance Analyst	1			<u>140</u>
Tester	1			<u>140</u>
System Architect	1			<u>80</u>
Database Administrator	1			<u>80</u>
Programmer/Analyst	2			<u>400</u>
Trainer	1			<u>100</u>
Subject Matter Expert	1			<u>150</u>

<b><i>Subtotals</i></b>	11			
<b>External Resource Labor:</b>				
Contractor 1				
Contractor 2				
Contractor 3				
<b><i>Subtotals</i></b>				
<b><i>Totals</i></b>	<b><i>11</i></b>			<u>1740</u>

## Initiative 4 – Strategic Performance Management

**Area/Division/Section:** Deputy Superintendents Office/ Agency Operations & Management

**Organization:**

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Janice Davis, Deputy State Superintendent
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Priscilla Maynor, Executive Director
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 2<sup>nd</sup> quarter 2007
- End – 2<sup>nd</sup> quarter 2009

### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** (Where the business is going, what you want the business to be when it gets there, how is the business planning to get there, etc.)

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh,
-------------------------	------------------



	(M)edium, (L)ow
Effectively and efficiently manage the goals and measures for the agency's Balanced Scorecard strategic objectives.	H
Design the scorecard model & data extract process	H
Create dashboards and reports to view measurements and metrics for key performance indicators.	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Align and support key business and IT strategic objectives and monitor key performance indicators.
2. Increase Student Achievement				
3. Increase Efficiency	X			Automates the creation and deployment of a Balanced Scorecard – enabling managers to update the scorecard at regularly scheduled intervals.
4. Increase Productivity				
5. Improve Responsiveness	X			Identify the root causes of potential problems well in advance – allowing you time to consider and plan strategic actions.
6. Improve Customer Service/Value				
7. Decrease Cost				
8. Reduce Risk				
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** One Subject Matter Expert, etc.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, etc.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ 61,438 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ 97,920 (assuming average of \$ 180/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$100,000
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$ 259,358</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>Total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project manager	1			<u>280</u>
Project sponsor	1			<u>160</u>
Functional Systems Analyst	1			<u>400</u>
Database Administrator	1			<u>160</u>
Technical Architect	1			<u>160</u>
Quality Assurance	1			<u>280</u>

<b>Subtotals</b>				<u>1440</u>
<b>External Resource Labor:</b>				
System consultant	1			<u>444</u>
Vendor Project Manager	1			<u>100</u>
Contractor 3				
<b>Subtotals</b>				<u>544</u>
<b>Totals</b>	<b>7</b>			<u>1984</u>

## **Initiative 5 – Agency Web and Business Process Improvement**

**Area/Division/Section:** Deputy Superintendent's Office/ Agency Operations and Management

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Janice Davis, Deputy Superintendent, 807-3441
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Priscilla Maynor, Executive Director, Agency Operations & Management, 807-3408
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Agency Web Charter Team

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 3<sup>rd</sup> quarter 2006
- End – 4<sup>th</sup> quarter 2007

### **Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

### **Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Communicate agency information	H

**Key Business Objective(s) Business Requirement Will Support:**

(Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Agency leadership and staff are satisfied with the quality of agency communications including the website.	H
External customers are satisfied with the quality of agency communications including the website.	H
Information is posted in a timely, accurate and accessible manner.	H
Web production work is performed within estimated and acceptable timeframes.	H
Agency website experiences growth in users.	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Section 508	H
Public records laws	H

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			This project will improve the quality and timeliness of information and communications to stakeholders. Improving access to timely communications and information assists the department and the state in meeting its strategic objectives for education improvement.
2. Increase Student Achievement	X			This project will provide educators and parents with increased access to timely

				information and communications, including curriculum, support resources and other important documents.
3. Increase Efficiency & Decrease Cost	X			This project will increase efficiency and decrease costs by identifying tools that allow for easier site scalability and maintenance, and coordination of Web publishing. Additionally, using a common architecture and code base allows individual sites to take advantage of technologies on other sites.
4. Increase Productivity	X			This project will improve working conditions; decrease time and effort spent to reacting to problems, and increase time spent developing better solutions. With a clear governance structure and mission/vision, guidance is provided for future Web-related decisions.
5. Improve Responsiveness	X			This project will improve internal department processes, improve the accuracy and quality of important information and communications, and increase access to information and the timeliness of responses. Ultimately, this should have a very positive impact on customer satisfaction.
6. Improve Customer Service/Value	X			See #5
7. Decrease Cost	X			See #3
8. Reduce Risk	X			By improving the quality and timeliness of DPI information and communications as well as access, this project should reduce the potential for and risk of inaccurate information that can harm the department's credibility. Additionally, this project will result in a website that meets state and federal accessibility laws, reducing the risk of lawsuits for non-compliance. Security risks will be reduced through elimination of security breaches such as external contractors accessing internal servers.
9. Improve Quality	X			This project will result in a Web site

				that's cohesive, consistent and easy-to-use, and doesn't require an understanding of DPI's organizational chart. With the development of editorial policies, the quality of information contained on the site will improve. This will allow us to attract new and reinforce existing customers and reinforce a positive image with our customers, employees, and the general public.
10. Other (Describe)				

**Pre-Assigned Resources:**

(What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Agency advisory team of subject matter experts
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Technical Architect, Security Officer

**Stakeholders and Known Requirement(s) per Stakeholder:**

(Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Agency Leadership
  - Provide accurate, accessible and timely information to all customers.
- Website visitor
  - Find accurate, accessible and timely information.

**Product Description/Deliverables:**

(What specific product deliverables are desired and what will be the end result of the project?)

- Business process documentation
- Content Management solution

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership

Potential Risk	Description of Risk	Resolution
		with ITS/Technology Services and with the use of established and proven information technologies in mind. Prototype the solution.
<b>Financial</b>	Insufficient funding. Unidentified costs.	Approach solution in stages as funds permit and value delivered at each phase. Obtain appropriate input and utilize appropriate expertise necessary in order to refine cost estimates. Enforcement by leadership.
<b>Security</b>	Lack of compliance and due diligence.	Involve Technology Services security officers and best information security practices in the development process.
<b>Political</b>	Lack of agency support. Unanticipated external influences that expand the project scope and financial support.	Involve appropriate stakeholders and communicate often with agency to ensure buy-in. Enforcement by leadership.
<b>Staffing</b>	Insufficient availability of staff and time to devote and implement charter objectives. Turnover rate of agency staff including those with institutional knowledge about agency information and communications. Insufficient expertise in particular areas and/or disciplines. Lack of support from agency staff/divisions.	Improve working conditions, commitment of agency leadership. Outsourcing.
<b>Regulatory</b>	Changes in regulations.	Develop and exercise compliance, define roles and responsibilities. Create an effective priority identification process. Improve awareness of applicable changes.



Potential Risk	Description of Risk	Resolution
Skills	Lack of appropriate skills for the task.	Internal staff development and/or contracting.
Operational Readiness		
Other (explain)		

**Constraint(s):**

(Any limiting factor.)

- Business areas may have limited participation

**Assumption(s):**

(Something taken to be true, but which may not be true.)

- Agency will provide adequate funding for solution.
- Agency leadership will support project team's recommendation.

**Relationship with other Agency Initiatives/Projects:**

*(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- Conference system

**Relationship with Statewide Initiatives/Projects:**

*(Such as a document management system, etc.)*

- NCID

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
Budget Categories	Amount
Internal Resource Labor (see table below)	\$ 82,156 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$ ??
Direct Purchases	\$ ??
Employee Expenses	\$
Training Expenses	\$ ??

Technology Costs	\$ ??
Five Years Operations and Maintenance Expenses	\$ ??
Other	\$ 24,650 (30% change mgmt)
<b>TOTAL</b>	<b>\$ 106,806</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
IT Project manager	1	60		<u>100</u>
Project sponsor	1	60		<u>40</u>
Functional Systems Analyst	1	60		<u>480</u>
Charter committee members	16	60	1.5	<u>1440</u>
Business Analyst	1	60		<u>240</u>
<b>Subtotals</b>	20			<u>2300</u>
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>	<b>20</b>			<u><b>2300</b></u>

## Initiative 6 – NC School Report Card

**Area/Division/Section:** Deputy Superintendent's Office/ Agency Operations and Management/ Communications

**Organization:**

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Priscilla Maynor, Executive Director, Agency Operations & Management, 807-3408
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Vanessa Jeter, Director, Communications & Information, 807-3469
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Traci Blount, Chief, Communications & Information, 807-3467

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 3<sup>rd</sup> quarter 2006
- End – 4<sup>th</sup> quarter 2007

### **Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

### **Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Coordinate data quality improvements	H
Support data collection, analysis and reporting	H
Communicate information	H

**Key Business Objective(s) Business Requirement Will Support:**  
(Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Reduced redundancies in data collection	H
Reduced error rate in data submissions by LEAs/Charter Schools	H
On-time submission of data by LEAs/Charter Schools	H
External clients satisfied with timeliness and accuracy of information.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
No Child Left Behind	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)				
2. Increase Student Achievement				
3. Increase Efficiency	X			This system provides a central mechanism for DPI and the state to meet its requirement of NCLB reporting.
4. Increase Productivity				
5. Improve Responsiveness				
6. Improve Customer Service/Value	X			Migration to SAS tools from J2EE environment will reduce the number of servers needed, and allow for faster

				turn around of system changes.
7. Decrease Cost	X			Migration to SAS tools from the current J2EE environment will allow for faster, less involved changes to the functionality of the system.
8. Reduce Risk				
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:**

(What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Communications specialist, graphics specialists, web marketing specialists, subject matter expert
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Database Analyst, Developers

**Stakeholders and Known Requirement(s) per Stakeholder:**

(Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- US Department of Education
  - No Child Left Behind reporting requirements
  - Requirement 2
- Site Visitors (public, parents, school personnel, etc.)
  - Find accurate and accessible education data.

**Product Description/Deliverables:**

(What specific product deliverables are desired and what will be the end result of the project?)

- Improved web delivery of school data
- Improved delivery of online and distributed reports

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with DPI/Technology Services, ITS and through the use of proven and established technologies.

Potential Risk	Description of Risk	Resolution
<b>Financial</b>	Lack of adequate funding.	Secure funding commitments early in planning process.
<b>Security</b>	Lack of compliance and due diligence.	Follow ITS and DPI/Technology Services security protocols.
<b>Political</b>	Administrative changes change legal mandate.	Build system flexible to adjust to changes in political landscape.
<b>Staffing</b>	Insufficient availability of staff and time to devote and implement objectives. Turnover rate of agency staff including those with institutional knowledge about agency information and communications. Insufficient expertise in particular areas and/or disciplines.	Gain commitment of agency leadership.
<b>Regulatory</b>	Changes in federal regulations.	Keep informed on proposed actions related to No Child Left Behind legislation.
<b>Skills</b>	Lack of skills and training for staff.	Ensure staff is provided training or contract resource is provided to perform service.
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Constraint(s):**

(Any limiting factor.)

- Data stewards do not provide data on-time or at all.

**Assumption(s):**

(Something taken to be true, but which may not be true.)

- Technical infrastructure for SAS will be in place.
- Staff will be trained and prepared for using SAS environment.

**Relationship with other Agency Initiatives/Projects:**

*(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies*

on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)

- School Name and Address
- Licensure/Salary System
- Annual Media and Technology Review
- Disciplinary Data Collection
- Principal's Monthly Report
- School Activity Report
- ABCs
- Child Nutrition Claims

**Relationship with Statewide Initiatives/Projects:**

(Such as a document management system, etc.)

- None known.

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b>Budget Categories</b>	<b>Amount</b>
Internal Resource Labor (see table below)	\$ 75,370 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ 129,000 (assuming average of \$ 150.00/hr.)
Materials and Supplies	\$ 30,000 (Installation and configuration)
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$ 6,750
Technology Costs	\$
Five Years Operations and Maintenance Expenses	\$ 60,000
Other	\$ 72,336 (30% change mgmt)
<b>TOTAL</b>	<b>\$ 313,456</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b>Resource Type</b>	<b>Number of FTE's</b>	<b>Duration (Weeks)</b>	<b>Hours per Week</b>	<b>Total Hours by Resource</b>
<b>Internal Resource Labor:</b>				
Project Manager	1	38		<u>300</u>
Project Sponsor	1	38		<u>60</u>
Functional Analyst	1	38		<u>350</u>
Business Analyst	1	38		<u>100</u>

Database Analyst	1	38		<u>450</u>
Quality Assurance/Testing	1	38		<u>450</u>
Development/ Team Lead	1	38		<u>400</u>
<b>Subtotals</b>	<b>7</b>			<b><u>2110</u></b>
<b>External Resource Labor:</b>				
Project Manager	1	10		<u>60</u>
Senior Systems Consultant	1	10		<u>600</u>
Business Analyst	1	38		<u>200</u>
<b>Subtotals</b>	<b>2</b>			<b><u>860</u></b>
<b>Totals</b>	<b>9</b>			<b><u>2970</u></b>

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One-Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State		X	X	X		X	X
Federal	X					X	X
Local							
Grant							
Other							



## Initiative 7 – *Replace the Focus System*

### Area/Division/Section: FBS/School Business Services/School Allotments/School Support Services

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director of School Business Services 807-3701 Ben Matthews Director of School Support 807-3501
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Lydia Prude Chief of School Allotments 218-6416 Eileen Townsend Chief of School Insurance 807-3522 Derek Graham Chief of Transportation 807-3571

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** *Optimize resources to assist the LEAs.*

**Description of Agency/Division Mission:** *Provide LEA support.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division  
**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Develop, update, and maintain school allotment formulas to comply with federal/state legislations.	H
Calculate and distribute allotments to LEAs.	H
Notifications of allotments to LEAs	H
Implement and maintain an allotment system (a) for uploading LEAs' allotments to DPI mainframe system.	H
Implement and maintain an allotment system (b) also for producing various reports on different years/PRCs/LEAs historical allotment data to legislators or others requestors. The report's format is preferred to be in Excel for efficiency on emailing and manipulating data purpose.	H
Implement and maintain an allotment system (c) also for calculating LEAs' allotments based on the different formulas.	M
Implement and maintain an allotment system (d) also for performing scenario analysis on developing different formula options.	M
Implement and maintain an allotment system (e) also for emailing allotment information to LEAs.	L
Gather/verify requests from LEAs to reallocate their allotments in an efficient way.	M
Replace FOCUS with a new School Insurance system.	H
Determine transportation allotments for each county-study done that says we need to change our existing formula.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
To replace current allotment system (Focus) to reach the key business goals stated above (b), (c), (d), and (e).	H
Or to develop a brand new allotment system to reach the key business goals stated above (a), (b), (c), (d), and (e).	H

The allotment system needs to be put on Server, instead of in a few personal computers, for easy access in remote or from any other computers.	M
Develop a web based secured form for gathering LEA's ABC Transfer request to reallocate allotments (currently LEAs fax a signed request to DPI.)	M
Develop a web based secured form and integrated with CECAS for gathering, verifying, and responding LEA's headcount transfer request to reallocate allotments (currently LEAs email/fax the form to DPI, then Access database to verify headcounts and email the verified details to LEAs.)	M
More elaborated web based notification to LEA on their allotments with the options of adding more detailed descriptions, of viewing historical data, and of adding supporting documents for the formula calculation. (Currently a netview text file is used and only one most recent file can be viewed. Currently supporting documents are emailed and posted in School Allotment website.)	L
Replace FOCUS with a new School Insurance system.	H
Determine transportation allotments for each county-study done that says we need to change our existing formula.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Allotments are calculated correctly based on the formula mandated by the state/federal legislations.	
Allotments are distributed in a timely manner based on a required time schedule in state/federal legislations	
Study done to determine that new funding formula is needed for transportation.	

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			A new or enhanced allotment system, web-based input form, and more elaborated web-based allotment notifications will effectively and efficiently implement legislation allotment formula, distribute, notify, and reallocate allotments

				to LEAs.
2. Increase Student Achievement			x	
3. Increase Efficiency	x			Web-based forms will reduce manual process of faxing, typing, verifying LEA requests.
4. Increase Productivity	x			Web-based forms will reduce the time spent for allotment staff on gathering paper requests.
5. Improve Responsiveness	x			<p>a. An allotment system to produce various reports with historical allotment data will reduce the time spent on manually pulling/verifying separate Excel files together. Therefore, allotment staff can respond/email the reports to legislator or other requestor in a quick and effective manner.</p> <p>b. An allotment system to perform scenario analysis on developing formula options will help to quickly respond legislator's request.</p>
6. Improve Customer Service/Value	x			A more elaborated web-based notification of allotments to LEAs will improve customer service in a more detailed and real time manner.
7. Decrease Cost				
8. Reduce Risk				FOCUS is an outdated system and hard to support.
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Lydia Prude, Eileen Townsend, Derek Graham
- **IT Resources Include:** Kathy Horky, Steven Poon, Karen Peng, Kris Knowler, Joe Dietzel

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 An Allotment System of producing various reports (positively)
  - Requirement 2 An Allotment System of emailing allotments to LEA (positively)
  - Requirement 3 A more elaborated web-based allotment notification (positively)
  - Requirement 4 Web-based form for ABC transfer (positively)
  - Requirement 5 Web-based form for Headcount transfer (positively)
- Stakeholder 2 School Allotment Section
  - Requirement 1 An Allotment System of uploading allotments to DPI mainframe system (positively)
  - Requirement 2 An Allotment System of producing various reports (positively)
  - Requirement 3 An Allotment System of calculating allotments based on various formula (positively)
  - Requirement 4 An Allotment System of emailing allotments to LEA (positively)
  - Requirement 5 An Allotment System of performing scenario analysis for formula options (positively)
  - Requirement 6 A more elaborated web-based allotment notification (positively)
  - Requirement 7 Web-based form for ABC transfer (positively)
  - Requirement 8 Web-based form for Headcount transfer (positively)
- Stakeholder 3 School Insurance Section
  - Requirement 1 Replacing the FOCUS insurance system with an updated system will be user friendly and easily maintained (positively)
- Stakeholder 4 Transportation Section
  - Requirement 1 Replacing the current allotment system will provide the proper allotment system for transportation (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 An Allotment System for uploading LEAs' allotments to DPI mainframe system.
- Deliverable 2 An Allotment System for producing various allotment reports.
- Deliverable 3 An Allotment System for calculating LEAs' allotments based on the different formulas.
- Deliverable 4 An Allotment System for emailing allotment information to LEAs.
- Deliverable 5 An Allotment System for performing scenario analysis on developing different formula options.
- Deliverable 6 A web-based more elaborated allotment notification

- Deliverable 7 A web-based ABC transfer form
- Deliverable 8 A web-based headcount transfer form
- Deliverable 9 A new school insurance system

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology	FOCUS replacement failed once after \$400K spent.	
Financial	FOCUS replacement failed once after \$400K spent.	
Security		
Political		
Staffing		
Regulatory		
Skills	FOCUS replacement failed once after \$400K spent.	
Operational Readiness	FOCUS replacement failed once after \$400K spent.	
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Constraint 1 New transportation funding formula has not been decided as of yet.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** >\$500,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## Initiative 8 – *Contract Status Application*

### Area/Division/Section: **FBS/Financial Services/Purchasing & Contracts**

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Larry McLamb Director of Financial Services 807-3611
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Chuck Clements Section Chief 807-3661

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2009

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Make DPI staff more informed on Contract request.*

**Description of Agency/Division Mission:** *Optimize resources to assist the DPI sections track the status of requested contracts.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Make the status of all contracts viewable section to that section online internally.	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Take current Contract Log and redevelop it to allow DPI staff to view their specific sections contract status.	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Still will need to meet current state government contract requirements and guidelines.	M

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)		x		The current log can be redeveloped to house all contracts an their status .
2. Increase Student Achievement			x	
3. Increase Efficiency		x		By providing this information to sections at DPI it would free up Purchasing and Contracts to concentrate other work.
4. Increase Productivity		x		Less time spent on answer inquiry calls and more spent on getting other work done.
5. Improve Responsiveness		x		Status would be real time based on the new Contract Log.
6. Improve Customer Service/Value				
7. Decrease Cost				
8. Reduce Risk				
9. Improve Quality	x			Would give the opurtunity to redesign a



				Contract Log capable of keeping track of all DPI contracts effectively.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Charlott Ellington
- **IT Resources Include:** NA

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>		
<b>Financial</b>		
<b>Security</b>	Contracts would need to be viewable by sections. So there would need to be a system of security in place.	
<b>Political</b>		
<b>Staffing</b>		
<b>Regulatory</b>		
<b>Skills</b>	Users will have to be trained and introduced to the new system.	
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- *Could relate to a centralized Document Management System*

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- *Could relate to a state-wide Document Management System*

**Project Budget Summary – Order of Magnitude Costs:** \$100,000 but less than \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

**Initiative 9 – *Improve automation of business processes to collect and report LEA's and Charter School's financial data.***

**Area/Division/Section: FBS/Financial and Business Services/Information Analysis & Reporting**

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director, School Business Services 807-3701
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Alexis Schauss Section Chief, Information Analysis & Reporting 807-3522

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** To provide accurate analysis and reporting of state and federal expenditures in Local Education Agencies (LEAs).

**Description of Agency/Division Mission:** To manage nearly \$7.5 billion in state and federal funds and provide various technical support services to Local Education Agencies (LEAs), their schools, their employees, and the Department of Public Instruction (DPI).

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
LEA General Expenditures and Payroll data (UERS Financials) – Streamline the processes and increase the frequency in which data is collected by DPI. Some of the UERS data files may be eliminated in the future, and we could move towards collecting 275-byte records on a more frequent basis (even nightly).	M
Graduate Survey – currently done in Excel, but this is a short-term solution and needs to be upgraded at some point in the not too distant future.	M
Begin using MFR file to maintain LEA's General ledger balances, instead of DPI maintaining a General Ledger independently of the LEA's General Ledgers.	M
Update and maintain the Chart of Accounts and ATTACHA – currently this data is maintained by Alexis's area in an Access database that is uploaded into BUD, Salary and other systems. The current process seems to be working but there is always room for improvement.	L

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
LEA General Expenditures and Payroll data (UERS Financials) – Streamline the processes and increase the frequency in which data is collected by DPI. This would greatly reduce the number of man hours spent each month on collecting and checking the data and validating compliance.	M
Redesign Graduate Survey – implementing a more efficient system would reduce the amount of manual labor going on out in the LEAs, questions being asked of Frank Cernik, etc. A web-based application would be much less labor intensive for DPI staff.	M
Begin using MFR file to maintain LEA's General ledger balances, instead of DPI maintaining a General Ledger independently of the LEA's General Ledgers. The objective in doing this would be to free up DPI resources in Alexis's section who spend hours each month verifying data, reconciling between Internal and External General Ledgers, dealing with invalid budget codes, etc.	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
These initiatives relate to the State Board of Education responsibilities 115-12 (18) Duty to Develop and Implement a Uniform Education Reporting System, which shall include standards and procedures for collecting fiscal and personnel Information [and student information].	H

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			These initiatives will help provide effective and efficient support to the LEAs and Charters.
2. Increase Student Achievement		x		Any savings of funds from this could potentially be a benefit to the achievement of students.
3. Increase Efficiency	x			These initiatives would definitely increase efficiency of staff and business processes at DPI and the LEAs.
4. Increase Productivity	x			These initiatives would also increase productivity of staff at DPI and the LEAs.
5. Improve Responsiveness	x			These initiatives would allow quicker turnaround of business processes.
6. Improve Customer Service/Value	x			These initiatives would make our customers' jobs (LEAs) easier to perform.
7. Decrease Cost	x			Increased efficiency brought about by these enhancements will reduce costs at DPI and the LEAs.
8. Reduce Risk		x		
9. Improve Quality	x			These enhancements will allow DPI to provide a better quality of service to the LEAs and Charters.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Alexis Schauss and her staff
- **IT Resources Include:** Rob Hines, Kathy Horky, & Financial Services IT Team

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 – UERS Financials (positively)
  - Requirement 2 – Graduate Survey (positively)
  - Requirement 3 – Use MFR for LEA's GL Balances (positively)
- Stakeholder 2 DPI
  - Requirement 1 – UERS Financials (positively)
  - Requirement 2 – Graduate Survey (positively)
  - Requirement 3 – Use MFR for LEA's GL Balances (positively)
  - Requirement 4 – Update/maintain Chart of Accounts and ATTACHA (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 - UERS Financials. End result will be a more streamlined process that collects and processes data from the LEAs in a more timely manner.
- Deliverable 2 – Graduate Survey. End result will be a more user friendly application that will reduce time that staff in Alexis's section has to spend on this survey.
- Deliverable 3 – Use MFR balances to maintain LEAs' GL balances. End result will be much less keying at the LEA level of 202's (adjustments) through BUD.
- Deliverable 4 – New Chart of Accounts and ATTACHA system. End result will be that Alexis's staff have a system that is easier to use and maintain.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial		
Security		
Political		
Staffing	Additional technical staff would be needed to meet these objectives.	
Regulatory		
Skills	Financial Services IT Team may need to	

Potential Risk	Description of Risk	Resolution
	obtain new skills to implement all these initiatives.	
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Lack of IT staff available for programming efforts

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$100,000 to \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.



## Initiative 10 – Grade 13 (Early College Student/Fund Tracking)

### Area/Division/Section: Financial and Business Services/School Business

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director 807-3700
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Alexis Schauss Information Analysis & Support 807-3708

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 4<sup>th</sup> quarter 2006
- 2<sup>nd</sup> quarter 2007

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** Optimize resources and provide proper student accounting to assist the LEAs.

**Description of Agency/Division Mission:** Provide LEA support in the area of School Business.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
The ability to track Early College students. (Grade 13)	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Properly provide student accounting of those in the Early College program. These students will graduate after Grade 13 with an Associates degree. Accounting of these students will affect funding.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
The New Schools Project.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			Provide effective and efficient support to the LEAs by tracking Grade 13 students.
2. Increase Student Achievement	x			Students will be allowed to complete an Associates degree by taking an extra grade in high school.
3. Increase Efficiency	x			Tracking the Early College students will make sure that we are not “double dipping” on the funding side.
4. Increase Productivity	x			Students will be allowed to complete an Associates degree by taking an extra grade in high school.
5. Improve Responsiveness	x			This will give us the ability to determine if the New Schools Project Early College program is successful and will allow us to provide responses to the questions by the General Assembly.
6. Improve	x			This will provide students the ability to

Customer Service/Value				receive an Associate degree when they otherwise may not be able to afford to do so.
7. Decrease Cost			x	
8. Reduce Risk		x		Tracking the Early College students will make sure that we are not “double dipping” on the funding side.
9. Improve Quality	x			Students will be allowed to complete an Associates degree by taking an extra grade in high school.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** This affects the entire Agency
- **IT Resources Include:** Ken Barbour’s folks, UERS reporting folks, NCWise team and SIMS developer.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- LEA
  - Requirement 1 The ability to track the student through Grade 13. (ability to promote them from grade 12 to grade 13) (positively)
  - Requirement 2 The ability to provide the option of an Associates degree. (positively)
- DPI
  - Requirement 1 The ability to track the student through Grade 13 and ensure proper funding. (positively)
  - Requirement 2

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 Add a course code to NCWise and SIMS that will be called Early College. This course code designation would allow the student to be promoted from Grade 12 to Grade 13 and after Grade 13 the student would receive their High School Diploma AND their Associates degree.
- Deliverable 2 UERS reporting would need to be updated to account for Grade 13.
- Deliverable 3 Other reporting functions within the Agency may be affected.

Project Risk:

Potential Risk	Description of Risk	Resolution
Technology	NCWise and SIMS may be too costly and take too long.	Waiting for estimates.
Financial	NCWise and SIMS may be too costly and take too long.	Waiting for estimates.
Security		
Political	New Schools Project tracking not met	
Staffing	NCWise and SIMS team members allocated to work on this request.	
Regulatory		
Skills	SIMS developer lives in Canada	
Operational Readiness	We are tracking these students manually at this time and there is a risk of error.	
Other (explain)		

Constraint(s): (Any limiting factor.)

- Constraint 1 NCWise and SIMS priorities.
- Constraint 2 UERS reporting changes may not be a priority

Assumption(s): (Something taken to be true, but which may not be true.)

- Assumption 1 NCWise and SIMS priorities

**Relationship with other Agency Initiatives/Projects:**

*Relationship 1 This project affects the entire Agency and how students are reported. The intent is to create a course of study within NCWise and SIMS called Early College. The students that are designated as on this course of study would be promoted after grade 12 to grade 13 and would receive a high school diploma and an associates degree after grade 13.*

**Relationship with Statewide Initiatives/Projects:**

*Relationship 1: New Schools Project (tracking the success of the program to report to the General Assembly)*

**Project Budget Summary – Order of Magnitude Costs:** \$100,000 to \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## Initiative 11 – *Alert/Warning System*

### Area/Division/Section: Financial and Business Services/Agency Wide

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Philip Price Associate Superintendent 807-3601
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Agency

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** Optimize resources and assist the LEAs in providing the best possible education.

**Description of Agency/Division Mission:** Provide LEA support Agency wide.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Create a warning system that will track a specific number or function at either the Agency level or the LEA level that must meet a certain criteria and if this criteria is not met, a flag will be sent to someone within the Agency to alert them that their attention to the matter is needed.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
This warning system will help us to better support the LEAs and to provide an efficient flow of information within the Agency itself.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
There are so many compliance issues that this will support Agency wide. Federal Programs/Grants, Charter Schools etc...	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			Provide a warning system that will let us know if the criteria for an objective is not met.
2. Increase Student Achievement		x		Possibly warn us about a criteria not being met with respect to funding.
3. Increase Efficiency	x			Provide a warning system that will let us know if certain criteria is not being met so that we can correct the problem in an efficient manner.
4. Increase Productivity	x			Provide a warning system that will let us know if certain criteria is not being met so that we can correct the problem in an efficient manner.
5. Improve Responsiveness	x			Provide a warning system that will let us know if certain criteria is not being met

				so that we can correct the problem in an efficient manner.
6. Improve Customer Service/Value	x			Provide a warning system that will let us know if certain criteria is not being met so that we can correct the problem in an efficient manner.
7. Decrease Cost	x			The warning system could save us the cost of a resource manually reviewing reports and looking for errors.
8. Reduce Risk	x			Provide a warning system that will let us know if certain criteria is not being met so that we can correct the problem in an efficient manner. Reduces the risk of error.
9. Improve Quality	x			Provide a warning system that will let us know if certain criteria is not being met so that we can correct the problem in an efficient manner.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** This affects the entire Agency
- **IT Resources Include:** Ken Barbour's folks, UERS reporting folks
- 

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- LEA
  - Requirement 1 The ability to match budgets to MFR would be an example of how this would help the LEA. (positively)
  - Requirement 2
- DPI
  - Requirement 1 The ability to find a weakness in a process or an error or something not meeting compliance without having to manually review documents.
  - Requirement 2

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 Generate a list of business requirements that we want to attach to a warning system.

- Deliverable 2 Create the criteria that each requirement must meet to determine whether or not a flag is sent to the person responsible for that requirement.
- Deliverable 3 Determine which systems are affected by the business requirement or which ones contain the information that needs to be analyzed in order to generate the system flag.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Variety of system platforms currently being used Agency wide.	
<b>Financial</b>	Cost of the project as a whole.	
<b>Security</b>		
<b>Political</b>		
<b>Staffing</b>	The staff to create the system, support the system and then staff turnover once the system is in place. The person designated as the one that the flag is emailed to.	
<b>Regulatory</b>		
<b>Skills</b>	The staff to create and support the system.	
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Priority
- Resource time

**Relationship with other Agency Initiatives/Projects:**

*This project affects the entire Agency. An example of what is meant by a warning system. An LEA sets up a budget in federal programs. They are not to spend more than 5% of the entire budget on Administrative Expenses, and they can't over spend a line item more than 10%. When the LEA submits their Monthly Financial Report (MFR) if the above criteria is not met, a flag could be sent to someone in Monitoring and Compliance and the LEA could either research whether or not they have over spent or if something has been keyed to the wrong expense etc....*

**Relationship with Statewide Initiatives/Projects:**

*None known.*



**Project Budget Summary – Order of Magnitude Costs:** \$100,000 to \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## Initiative 12 – Consolidated Federal Grant Management System

### Area/Division/Section: Curriculum and School Reform

#### Organization:

Role	Description	Name/Title/Phone Number		
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Elsie Leak, Associate Superintendent, Curriculum and Reform Services		
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Dr. Elsie Leak, Associate Superintendent, Curriculum and Reform Services Dr. Belinda Black, NCLB Program Manager		
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	<i>(List all Grant Managers and Consultant)</i> Alesha McCauley Algina Mitchell Barbara Hardison Bill Frazier Danny Holloman Debra McHenry Donna Brown Donna Taylor Ed Bell Frances Hoch George Hancock Jennifer Freeman Ken Gattis Lynn Warren Jerry Jailall, Joanne Marino, Juanita Morrison, Kim Shropshire Margaret Wall Norma Quinones Phyllis Dunham Rosemary Smith Stephanie English Yvette Richardson Wynn Smith Marguerite Peebles, Meta Phelps-Hodges		

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – (Fall/2007)
- End – (Summer/2008)

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** *(Where the business is going, what you want the business to be when it gets there, how is the business planning to get there, etc.)*

- Leadership
  - Implement and manage federal programs for high student achievement
  - Provide opportunities for team building and staff collaboration
  - Promote and maintain partnerships with internal and external stakeholders
  - Support school reform and design at all levels

- Service
  - Ensure that the SCOS reflects 21<sup>st</sup> century skills and encourage rigor
  - Provide assistance to schools and LEAs
  - Provide professional development to support curriculum revision and enhance instructional delivery
- Accountability
  - Monitor LEA for compliance with federal requirements
  - Use data to effectively determine and address statewide instructional needs

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**State Board of Education Strategic Goals Business Requirement will Support (check all that apply):**

- ☒ NC Public Schools will produce globally competitive students.
- ☒ NC Public Schools will be led by 21<sup>st</sup> Century professionals.
- ☒ NC Public School students will be healthy and responsible.
- ☒ Leadership will guide innovation in NC Public Schools.
- ☒ NC Public Schools will be governed and support by 21<sup>st</sup> Century Systems.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Streamline and consolidate agency federal programs business process, develop a concise, consistent, and flexible grant management program to meet legislative requirements and federal reporting on student achievement.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

<b>Key Business Objectives</b>	<b>Priority (H)igh, (M)edium, (L)ow</b>
Develop a Consolidated Federal Grant Management System to streamline current business process for selected grant applications.	H
Develop a state and federal grant management system that provides grant preparation and submittal, intake and tracking, reviewing, modifying and amending, final approval, transmission retention/storage and monitoring assessment to meet Curriculum and School Reform strategic priorities.	H
Accurate and timely collection and reporting of student data that impact student achievement and meet federal guidelines. ( <i>EDEN Data Collection</i> )	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

<b>Key Mandates</b>	<b>Priority (H)igh, (M)edium, (L)ow</b>
Elementary and Secondary Education Act of 1965, as amended by the No Child Left Behind Legislation of 2001.	H
Title I – Improving the Academic Achievement of the Disadvantaged <ul style="list-style-type: none"> <li>• Basic</li> <li>• Concentration</li> <li>• Target Grant</li> <li>• School Improvement</li> <li>• Migrant Education</li> </ul>	H
Title II – Improving Teacher Quality	H
Title III – Language Instruction for LEP and Immigrant Students	H
Title IV – Safe and Drug Free Schools and Communities and 21 <sup>st</sup> Century Community Learning Centers	H
Title V – Promoting Informed Parental Choice and Innovative Programs	H
Title VI – Flexibility and Accountability	H
Title IX - Gender Equity	H
Title X – Repeals, Re-designations and Amendments to other States (Homeless Grant)	H
Educational Technology Grant Formula and Competitive Grant	H
Rural and Low Income Schools (RLIS)	H
Reading First Grant	H

**Key Benefits Business Requirement Will Provide: Place an “x” in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Ensure NC DPI, effective and efficient use of federal funds to meet NCLB legislative reporting requirements.
2. Increase Student Achievement	X			Ensure the efficient and effective use of resource by implementing a grant management system to plan, monitor, and assess that federal programs are in compliance with NCLB Federal requirements to meet student achievements.
3. Increase Efficiency	X			Ensure the consolidation of business processes for federal programs are efficiently and effectively prepared, submitted, tracked, reviewed, modified, amended, approved, monitored, reported, and assessed to meet high student achievement .
4. Increase Productivity	X			Ensure the consolidated business processes for federal programs increase response time on automated federal programs application process, utilize federal program administrators more efficiently, increase efficient reporting on student achievement, and streamline administrative business process to increase productivity to support high student achievement.
5. Improve Responsiveness	X			Ensure immediate response to legislative and public accountability and reporting requirements for improved student achievement.
6. Improve Customer Service/Value	X			Ensure consolidated federal grant system will allow effective and efficient use of resources ensuring improved customer service for internal and external stakeholders.
7. Decrease Cost	X			A consolidated automated federal grant system will reduce printing cost, mailing cost, accounting cost, human resource cost, processing cost etc.
8. Reduce Risk	X			The automated federal grant

				management program will provide immediate response to applications submitted by LEAs, reduce duplication of effort, of grant application process, better utilization of resource time, reduce operational cost, streamline business process, ensure accuracy of funding, and improve responsiveness legislative requirements to meet high student achievement. .
9. Improve Quality	X			Improve quality of service to streamline business process impacted by the administration of selected federal programs to meet the NCLB legislative requirements.
10. Other (Describe)				Consolidated selected federal grants program to improve the effective and efficient business operations to meet legislative requirements for student achievement.

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Selected Federal Grant Managers
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Quality Assurance Analyst, Application Architect etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- US Department of Education
- NC State Board of Education
- NCDPI, Curriculum and School Reform Federal Grant Program Administrator
  - Title I – Improving the Academic Achievement of the Disadvantaged
  - Title II – Improving Teacher Quality
  - Title III – Language Instruction for LEP and Immigrant Students
  - Title IV – Safe and Drug Free Schools and Communities
  - Title V – Promoting Informed Parental Choice and Innovative Programs
  - Title VI – Flexibility and Accountability

- Title IX - Gender Equity
- Title X – Repeals, Re-designations and Amendments to other Statue (Homeless Act)
- NCDPI Financial Services
- NCDPI, Technology Services
- NCDPI, Agency Operations and Management

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

An automated Consolidated Federal Grants Management System that will improve the effective and efficient operations of the Federal Grants Program to meet state and federal legislative requirements for high student achievement.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a COTS package to meet the requirements.	Determine the best technology approach that will meet requirements to streamline and consolidate current business processes by evaluating recommended technology strategy.
<b>Financial</b>	Insufficient funding	Develop a financial strategy to support the development of a Federal Grant Management System to meet legislative requirements for high student achievement.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services Security Officers to ensure that best practices for information security as a preventive action.
<b>Political</b>	Lack of agency support to consolidate federal programs to meet state and federal legislative requirements to achieve high student achievement and clear ownership of the federal grants program.	Clearly define roles and stakeholder responsibilities and communicate project goals and objective to ensure successful implementation.
<b>Staffing</b>	Insufficient expertise in particular areas and or disciplines.	Commitment of agency leadership and staff to improve the federal grant management business process to ensure compliance to legislative requirements to meet high student

Potential Risk	Description of Risk	Resolution
		achievement
<b>Regulatory</b>	Non-compliance to ITS Statewide Technical Architecture and changes in regulations	Ensure compliance to the state technical architecture and improve business processes to ensure compliance with legislative requirements for student achievement
<b>Skills</b>	Lack of appropriate skills for the task	Provide effective and efficient training for internal and external staff to improve the effective and efficient operations to meet legislative requirements for high-student achievement.
<b>Operational Readiness</b>	Conformance to the new federal grants management program	Ensure compliance to legislative requirements to by consolidating current business process by developing a Consolidated Grant Management System.
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Lack of a comprehensive grant management business process.
- Clear roles and responsibilities of stakeholders – Who owns the Consolidated Federal Grant Management System.
- Funding to support a consolidated federal grant management program
- Business areas may have limited participation.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Successful implementation of the automated Planning and Performance Management System for Career Technical Education.
- Successful implementation automated consolidated Federal Monitoring program
- Adequate funding and resources are available for this initiative
- Stakeholders buy-in to consolidate selected federal grants programs into a consolidated grant management system to improve effective and efficient operations

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors*

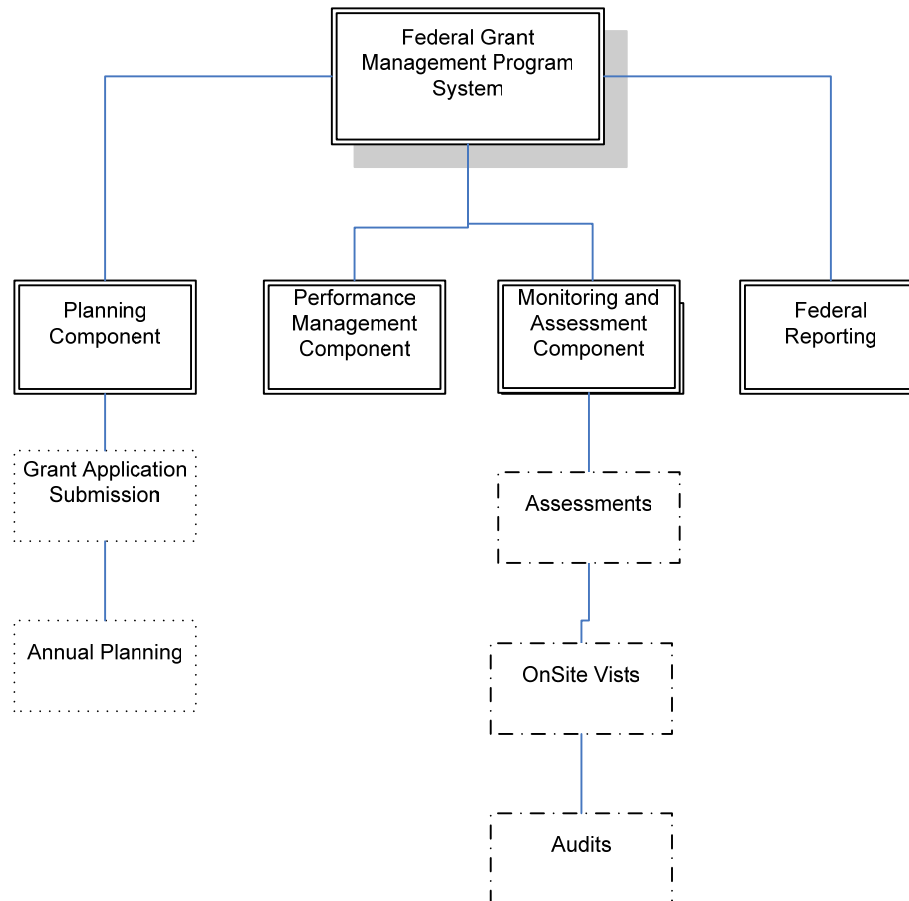


are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)

- Pending Implementation Migration of the Planning and Performance Management System
- School Name and Address System

**Relationship with Statewide Initiatives/Projects:** (Such as a document management system, etc.)

- NC Identity Management System



**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
Budget Categories	Amount
Internal Resource Labor (see table below)	\$181,814 (assuming average of

	\$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	\$ Unknown

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
Grant Program Consultants	22	60	1.5	<u>1980</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
Contractor 2				
<b>Subtotals</b>				
<b>Totals</b>	<b>27</b>			<b><u>5090</u></b>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State			X				
Federal	X	X	X	X	X	X	
Local							
Grant							
Other							

## Initiative 13 – Comprehensive Monitoring System

### Area/Division/Section: Curriculum and School Reform

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Elsie Leak
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Dr. Elsie Leak, Associate Superintendent, Curriculum and Reform Services Dr. Belinda Black, NCLB Program Manager
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	<i>(List all the Comprehensive Monitoring Managers)</i> Belinda Black Alesha McCauley Barbara Hardison Bill Frazier Danny Holloman Debra McHenry Donna Brown Donna Taylor Ed Bell Frances Hoch George Hancock Jennifer Freeman Jerry Jailall, Joanne Marino, Juanita Morrison, Kim Shropshire Lynn Warren Margaret Wall Marguerite Peebles Norma Quinones Phyllis Dunham Rosemary Smith Stephanie English Yvette Richardson

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – (Fall/2006)
- End – (Summer/2007)

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** *(Where the business is going, what you want the business to be when it gets there, how is the business planning to get there, etc.)*

NC Department of Public Instruction (DPI) is charged with monitoring the local education agencies (LEA) compliance with the “No Child Left Behind” mandate and a number of associated grants for which the state receives funding from the federal government. In response to an audit from the U.S. Department of Education, Dr. Elsie Leak, Associate Superintendent, brought together a group of grant managers to plan and develop a comprehensive monitoring process for the grant programs. The goal of the monitoring is to ensure compliance with the

federal requirements. The business vision is to provide a web interface for facilitating the monitoring of selected federal programs.

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**State Board of Education Strategic Goals Business Requirement will Support (check all that apply):**

- ☒ NC Public Schools will produce globally competitive students.
- ☒ NC Public Schools will be led by 21<sup>st</sup> Century professionals.
- ☒ NC Public School students will be healthy and responsible.
- ☒ Leadership will guide innovation in NC Public Schools.
- ☒ NC Public Schools will be governed and support by 21<sup>st</sup> Century Systems.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Streamline and consolidate current federal programs monitoring business process and develop a concise, consistent monitoring instrument to address specific criteria.	H
Develop a web-based program which provides the grant managers a system to facilitate off-site and on-site monitoring of selected federal programs, including customized self-assessments, monitoring instruments, and review materials.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Ensure LEAs are audited annually if required and that all corrective action required through this process is fully	H

implemented.	
Ensure NC DPI conducts monitoring of its subgrantees sufficient to ensure compliance with all Title I, II, III, IV, V, VI, and X program requirements.	H
Ensures that the receipt of federal funds is monitored according to accounting and monitoring best practices.	H
Conduct monitoring of LEAs with subgrants, sufficient to ensure compliance program requirements.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Elementary and Secondary Education Act of 1965, as amended by the NCLB Title I, Part A; Title I, Part B, Subpart 3; and Title I, Part D. Title X, Part C, Subtitle B, of the NCLB (McKinney-Vento Homeless Education Assistance Improvement Act of 2001)	H
State Board School Based Management and Accountability Program Requirements	H

**Key Benefits Business Requirement Will Provide: Place an “x” in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Monitoring of LEA Federal Programs will allow NC DPI to ensure effective and efficient operations and monitoring for high student achievement.
2. Increase Student Achievement	X			Monitoring LEAs Federal Programs will ensure compliance to the state and federal legislative requirements.
3. Increase Efficiency	X			Ensure the Comprehensive Monitoring Managers have the ability to collect, monitor and report information efficiently.
4. Increase Productivity	X			Improve monitoring business process during LEAs during site visit.
5. Improve Responsiveness	X			Provide immediate feedback and publish online reports after site visit.
6. Improve Customer Service/Value	X			Provide immediate feedback for continuous process improvement for the recommended action plan to improve student achievement.

7. Decrease Cost			X	
8. Reduce Risk	X			Monitor federal programs by monitoring the outcomes of receipt of federal funds for the federal programs.
9. Improve Quality	X			The Comprehensive Monitoring Managers will improve quality of service by using a monitoring tool to track the administration of selected federal programs to meet the NCLB guidelines.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Comprehensive Monitoring Managers
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Quality Assurance Analyst, Software Developer, Application Architect etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- US Department of Education
- NC State Board of Education
- Program Administrators for the following programs
  - Title I – Improving the Academic Achievement of the Disadvantaged
  - Title II – Improving Teacher Quality
  - Title III – Language Instruction for LEP and Immigrant Students
  - Title IV – Safe and Drug Free Schools and Communities
  - Title V – Promoting Informed Parental Choice and Innovative Programs
  - Title VI – Flexibility and Accountability
  - Title IX - Gender Equity
  - Title X – Repeals, Re-designations and Amendments to other Statue

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

An electronic Comprehensive Monitoring System that will capture data, track metrics, store the performance of on-site monitoring assessments and corrective action documents and monitor ongoing process improvements.

Project Risk:

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a COTS package to meet the requirements.	In-house system development or contract for custom development.
<b>Financial</b>	Insufficient funding	All Federal Program Area must contribute funds to this endeavor.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services Security Officers to ensure that best practices for information security are enforced.
<b>Political</b>	Establishing Project Sponsorship	Define roles and responsibilities of each member of the project team to include who is the project sponsor.
<b>Staffing</b>	Insufficient expertise in particular areas and or disciplines.	Commitment from agency to provide training opportunities
<b>Regulatory</b>	Non-conformance to ITS Statewide Technical Architecture	Ensure compliance to statewide technical architecture.
<b>Skills</b>	Lack of training on new tool	Provide training for the Comprehensive Monitoring Managers to ensure proper utilization of the tool.
<b>Operational Readiness</b>	Conformance to the new monitoring program	Ensure the Comprehensive Monitoring Managers are committed to the new program.
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Lack of generic comprehensive monitoring business process.
- Clear roles and responsibilities of stakeholders

- Shortage of staff to conduct monitoring assessment.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Consolidation of agency monitoring programs.
- Funding and resources are available to support this initiative.
- Comprehensive Monitoring System will improve accountability of federal programs assessments.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- School Name and Address System

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- NC Identity Management System

**Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$181,814 (assuming average of \$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	<b>\$ Unknown</b>



To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b>Resource Type</b>	<b>Number of FTE's</b>	<b>Duration (Weeks)</b>	<b>Hours per Week</b>	<b>Total Hours by Resource</b>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
Grant Program Consultants	22	60	1.5	<u>1980</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>	<b>27</b>			<b><u>5090</u></b>

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One-Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State			X				
Federal	X	X	X	X	X	X	
Local							

## ***Initiative 14 – ABCs Reporting***

**Area/Division/Section:** Deputy State Superintendent's Office/  
Accountability Services

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Lou Fabrizio, Director, 807-3769
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Chris Cobitz, Chief, 807-3787
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ken Barbour, Consultant, 807-3790

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 1<sup>st</sup> quarter 2007
- End – 2<sup>nd</sup> quarter 2009

### **Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

### **Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Effectively report ABCs and AYP results to stakeholders	H
Provide access to stakeholders to public data with minimal intervention of DPI	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Improve communications on assessment and accountability with stakeholders	H
Improve usefulness of state assessment and accountability reports	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
No Child Left Behind legislation	H
ABCs legislation	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Provide public reporting
2. Increase Student Achievement	X			Provide results in a meaningful fashion
3. Increase Efficiency	X			Easily supported and decrease internal workload
4. Increase Productivity	X			No need to rerun similar analyses
5. Improve Responsiveness		X		No need for DPI intervention in many cases
6. Improve Customer Service/Value		X		Easier to use
7. Decrease Cost		X		Multiuse instead of custom analyses
8. Reduce Risk	X			Tech support

9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Subject matter expert, one business data expert
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Database Administrator, Quality Assurance Analyst

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- State Board of Education
  - Report ABCs results

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- ABCs results reported to public in improved standard reports and customizable
- AYP results reported to public in improved standard reports and customizable

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with DPI/Technology Services, ITS and through the use of proven and established technologies.
<b>Financial</b>		
<b>Security</b>	Lack of compliance and due diligence,	Follow ITS and DPI/Technology Services security protocols.
<b>Political</b>		
<b>Staffing</b>	Insufficient availability of staff and time to	Gain commitment from

Potential Risk	Description of Risk	Resolution
	devote and implement objectives. Turnover rate of agency staff including those with institutional knowledge about agency information and communications. Insufficient expertise in particular areas and/or disciplines.	management in business and technology areas.
<b>Regulatory</b>	Changes in legal mandate.	Build system flexible to adjust to changes in political landscape.
<b>Skills</b>	Lack of skills and training for staff.	Ensure staff is provided training or contract resource is provided to perform service.
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Infrastructure in place to meet need
- Staff properly trained

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Infrastructure for new reporting system will be in place.
- Staff will be trained and prepared for using the new reporting system.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- NA

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- NA

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b>Budget Categories</b>	<b>Amount</b>
Internal Resource Labor (see table below)	\$ 57,509 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$ 57,509</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b>Resource Type</b>	<b>Number of FTE's</b>	<b>Duration (Weeks)</b>	<b>Hours per Week</b>	<b>Total Hours by Resource</b>
<b>Internal Resource Labor:</b>				
Project Manager	1	115	2	<u>230</u>
Project Sponsor	1	115	1	<u>115</u>
Systems Analyst	1	115	3	<u>345</u>
Quality Assurance	1	115	1.5	<u>230</u>
Business Analyst	2	115	2.5	<u>575</u>
Database Administrator	1	115	1	<u>115</u>
<b>Subtotals</b>	<b>7</b>			<b><u>1610</u></b>
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>	<b>7</b>			<b><u>1610</u></b>

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One-Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State	X		X	X			
Federal	X				X	X	X
Local							

Grant							
Other							

## ***Initiative 15 – Agency Personnel Business -- BEACON***

### **Area/Division/Section: Deputy State Superintendent Office/Personnel Relations Division**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Deputy State Superintendent Janice Davis
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Interim Director Jack Stone
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Jack Stone, Becky Williams

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 1<sup>st</sup> quarter 2006
- 1<sup>st</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *The next couple of years will be focused on implementing the new BEACON Payroll and Personnel system. We will need to determine what the new system offers and identify requirements that the new system does not meet for DPI.*

**Description of Agency/Division Mission:** *Provide Human Resource services to DPI personnel and Management.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency



**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

NOTE: Jack has identified a list of future needs. However, we have agreed the first step is to research whether or not the new BEACON system will meet the need. If so, Jack will wait for the new system. If not, we will need to find other solutions.

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
1) Generate response letters to job applicants – Work out timing and automate.	M
2) Maintain employee training records in a system or other tracking tool. This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	L
3) Automate storage of employee historical performance ratings via a database or other system. This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	L
4) Provide employee's access to Personnel data as appropriate via an on-line/automated system. This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	M
5) Track degree verification data for employees/prospective hires. This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	M
6) Track reference checks for prospective hires. Record who checked, when checked, to whom did they speak? This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	M
7) Track background/criminal checks for prospective hires. Record who checked, when checked, results of check. This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	M
8) Track duty station address for ??? This is an area that must be explored with respect to functionality of the new SAP system (BEACON project).	L
9) Track position description changes – effective date of change. <b>Follow up on this.</b>	L
10) Track employee working time. We currently use exception reporting, however, the Director would like employees to report actual hours worked. This is an area that must be explored with respect to functionality of the new SAP system (BEACON	L

project).	
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**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Requested capabilities support effective and efficient operations.	M
Requested capabilities also provide for audit trails and legal documentation in some cases.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Implementing the new BEACON Payroll and Personnel System at DPI is mandated by the State – OSC.	H
State personnel laws, regulations, and policies provide instruction and guidance for implementing human resource programs in state agencies, including NCDPI.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)		X		
2. Increase Student Achievement			X	
3. Increase Efficiency	X			
4. Increase Productivity	X			
5. Improve Responsiveness	X			
6. Improve Customer Service/Value	X			
7. Decrease Cost		X		
8. Reduce Risk		X		

9. Improve Quality	X			
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Jack Stone, Becky Williams
- **IT Resources Include:** Rob Hines, Kathy Horky, Steve Bergene

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1
  - All Requirements – Agency Personnel Staff - positively
- Stakeholder 2
  - Requirement 1, 5, and 7 – Applicants for DPI positions, Agency Personnel - positively
  - Other Requirements – Agency Personnel- positively

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 – Automate Letters to the Job Applicants. This can be complete as a PSS request by the programmer supporting the current Agency Personnel System.
- Deliverable 2 – Once OSC notifies DPI of the time frame, implement the new BEACON Payroll and Personnel system.
- Deliverable 3 – The rest of the requirements need research to see if the BEACON system will give the customer what they need. If not, then we will need to pursue other solutions.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial		
Security		
Political		
Staffing	There is only one programmer supporting the current application. There is no back-up.	Long term, the BEACON system will replace the current system.

Potential Risk	Description of Risk	Resolution
Regulatory		
Skills		
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Constraint 1 – The programmer is responsible for multiple systems.
- Constraint 2 – The programmer is involved in a COA project, which affects LEAs and Charter Schools until Jan 2007.
- We do not have a timeframe or an estimate of effort for implementing the BEACON Payroll and Personnel System.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Assumption 1 – DPI will have the new BEACON system implemented within 2 years.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- Relationship 1 - The programmer is involved in a COA project, which affects LEAs and Charter Schools until Jan 2007.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Relationship 1 – BEACON Payroll and Personnel System

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
Budget Categories	Amount
Internal Resource Labor (see table below)	\$ 29,148 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$
Materials and Supplies	\$

Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	\$

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b>Resource Type</b>	<b>Number of FTE's</b>	<b>Duration (Weeks)</b>	<b>Hours per Week</b>	<b>Total Hours by Resource</b>
<b>Internal Resource Labor:</b>				
Project manager	.01	24	1	<u>24</u>
Project sponsor	.01	24	1	<u>24</u>
Clerical assistance				
Team member 1	.35	24	30	<u>720</u>
Team member 2		24	2	<u>48</u>
Team member 3				
<b>Subtotals</b>				<u>816</u>
<b>External Resource Labor:</b>				
Contractor 1				
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>				

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One-Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State		X	X				
Federal							
Local							
Grant							
Other							

***Initiative 16 – Production Management System for Graphics, Printing/Duplicating, and Publications Sales Tracking, Billing, and Employee Productivity Evaluation***

**Area/Division/Section:** Deputy State Superintendent/ Agency Operations & Management/ Communications & Information

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Priscilla Maynor, Director, Agency Operations & Management, 807-3408
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Vanessa Jeter, Director, Communications and Information Division, 807-3451
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Frank Pore, Traci Blount, Laura Weakland, John Courtney, Gene Buchanan

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 3<sup>rd</sup> quarter 2006
- End – 3<sup>rd</sup> quarter 2007

**Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Economic and performance review/productivity benefits for agency clientele and division (customer satisfaction/employee productivity)	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
System will replace three tracking systems (one using Excel spreadsheets, one using Word tables, and the other using employee memory) with one empirical mechanism	M
System will facilitate empiricism of employee performance analysis and management	M
Single, efficient system to enter, track, analyze, and upload financial reports will standardize operations across 60 percent of our division	M
System will allow us to determine job turnaround time more effectively thus providing better customer satisfaction and employee expectation	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Allows empirical tracking of employee productivity	M
Allows single-entry-point for all financial data (no matter where its ultimate destination may be)	M

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			This system will centralize and improve production management which should

				lead to a more satisfied group of stakeholders (and employees).
2. Increase Student Achievement		X		This system allows more efficient tracking, pricing, and distribution of teacher/consultant-requested print materials.
3. Increase Efficiency	X			This system will provide a mechanism to determine the status of every graphics, printing, and vendor job. That will improve efficiency as no single, shared electronic system presently exists to determine employee and project productivity. This system also allows us to determine what a job <i>truly</i> costs in terms of supplies, services, and staff hours (not just in terms of supplies and services, as is currently in place), so we will have a better idea of what to charge customers in Graphics, Printing/ Duplicating, and Publications Sales.
4. Increase Productivity	X			This system will allow us to monitor productivity, intervene when productivity lessens, and better distribute workloads.
5. Improve Responsiveness	X			This system will allow internal users to determine status of any job without leaving workstation and without making a series of phone calls to determine status.
6. Improve Customer Service/Value	X			This system will allow us to answer a customer's questions about job status within seconds (instead of having to search manually through files, semi-manually through spreadsheets, or go from person to person trying to determine where the job presently resides.)
7. Decrease Cost	X			See #3, 4, 5, and 6
8. Reduce Risk	X			One person will be responsible for entering all data, so we lessen the risk of losing a job. Currently, that responsibility is shared among many in three separate areas of our division.
9. Improve Quality	X			See #3, 4, 5, and 6
10. Other ( <i>Describe</i> )	X			We need a centralized system to manage a three-part, disorganized conglomeration of areas into one



				shared management system.

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Printing/Duplication expert, graphics production expert, sales expert, person with overall view of all three functions
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Quality Assurance Analyst, Technical Architect

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Accounts Payable section
  - Sales information must synchronize with existing Accounts Payable and Traverse applications
- Agency Leadership and Personnel
  - Provide accurate, broadly accessible, and timely information to all customers
  - Provide empirical evidence as to an employee's productivity (for annual performance review cycle)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Production Management System

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Mac vs PC issues Non-duplicative saving of job info	System will not be client based or browser specific and will have server-based database.
<b>Financial</b>	Insufficient funding; unidentified costs	Can use either state funds or receipt-supported funds from Printing and Duplicating Center
<b>Security</b>	Lack of due diligence	System will incorporate all State ITS and DPI security standards.

Potential Risk	Description of Risk	Resolution
<b>Political</b>	Who owns the system (since it is split between two sections within a division)?	The primary beneficiaries will belong to the same section, and collaboration between sections is frequent.
<b>Staffing</b>	Only one long-time employee who is capable of acting as liaison between graphics and printing aspects of job could retire soon	Attempt to find someone from outside DPI who understands graphics, printing/duplicating, and eProcurement outsourcing (for Publications Sales) or train an internal applicant.
<b>Regulatory</b>	Changes in procedures	Define roles and responsibilities; incorporate effective use of system into every employee's work plan.
<b>Skills</b>	Employees will require training and system help-desk support	Provide funds to cover both needs.
<b>Operational Readiness</b>	Risk that all functionality will not be included in initial system.	Have complete employee support of system, and be prepared to add new functionality as needed.
<b>Other (explain)</b>	Employees will attempt to manipulate system to show more time spent on project than was actually spent	Incorporate an audit process to lessen risk of manipulation of data.

**Constraint(s):** (Any limiting factor.)

- System must interact with existing Accounts Payable system
- System must replace or interact with Travers system.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- This system will help us manage our workflow across three areas.
- All employees will maintain accurate records.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and*

projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)

- Accounts Payable
- Traverse

**Relationship with Statewide Initiatives/Projects:** (Such as a document management system, etc.)

- NCID

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ 55,723 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$ unknown (but will exist)
Direct Purchases	\$ unknown (but will exist)
Employee Expenses	\$ unknown (loss of time on task for training)
Training Expenses	\$ unknown (but will exist and will need annual renewals)
Technology Costs	\$35,000
Five Years Operations and Maintenance Expenses	\$ unknown
Other	\$ unknown
<b>TOTAL</b>	<b>\$ unknown</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>Total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project Manager	1			<u>300</u>
Project Sponsor	1			<u>60</u>
Functional Analyst	1			<u>350</u>
Printing SME	1			<u>100</u>
Graphics SME	1			<u>100</u>
Sales SME	1			<u>100</u>
AP SME	1			<u>100</u>

QA Analyst	1			<u>400</u>
Architect	1			<u>50</u>
<b>Subtotals</b>	9			<u>1560</u>
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
Contractor 2 (or perhaps facet of Contractor 1's job (training/support))	unknown			
<b>Subtotals</b>				
<b>Totals</b>	<b>9</b>			<u>1560</u>

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One- Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State	X	X	X	X	X	X	X
Federal							
Local							
Grant							
Other							

## ***Initiative 17 – Annual Media and Technology Report – Total Cost of Ownership***

**Area/Division/Section:** Technology Services/ Instructional Technology/ Educational Technology Implementation and Planning Services

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Peter Asmar, Chief Information Officer, 807-3201
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Frances Bradburn, Instructional Technology, 807-3292
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	LEA Advisory Committee, Educational Technology Implementation and Planning Services staff

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 1<sup>st</sup> quarter 2007
- End – 2nd quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

North Carolina's public schools will create a system that will be customer-driven with local flexibility to achieve mastery of core skills with high levels of accountability in areas of student achievement.

The Division provides the North Carolina education community with the technology leadership, resources, and services needed to support the ABCs of Public Education and the SBE/DPI quality initiative.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Provide Assistance to LEAS and School	H
Improve data management	H
Increase customer satisfaction and Stakeholder confidence	M
Manage State and Federal funding and ensure compliance	H

**Key Business Objective(s) Business Requirement Will Support:**  
(Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
LEAs and charters assisted with technology planning process	H
LEAs, school and charters complete AMTR-TCO data requirements	H
Media and technology personnel are satisfied with Instructional Technology services and resources	M
LEAs have improved technology plans	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
NC GS115C-102.7 Monitoring and evaluation of State and local school system technology plans	H
Senate Bill 622, Section 7.43. LEA technology plan monitoring	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic	x			Collecting more timely and accurate

objective(s)				information about an LEAs technology program will allow NC DPI to more successfully monitor the LEA programs.
2. Increase Student Achievement	x			The project will enable NC DPI to monitor the types of technology, the personnel and the professional development opportunities in LEAs.
3. Increase Efficiency	x			LEAs will have the ability to do real time updating of data and the sharing of information at NC DPI will eliminate the duplication of information collected.
4. Increase Productivity	x			This project will decrease time and effort spent collecting information for reporting for both the LEAs and NC DPI.
5. Improve Responsiveness	x			This project will decrease time and effort spent reacting to requests for reports.
6. Improve Customer Service/Value		x		Making the data collection process simpler and enabling LEAs to generate their own reports using the data collected will be a great value to our customers.
7. Decrease Cost			x	
8. Reduce Risk			x	
9. Improve Quality		x		LEAs will be able to update data at anytime allowing for more accurate reporting.
10. Other (Describe)			x	

**Pre-Assigned Resources:**

(What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Instructional Technology Consultants
- **IT Resources Include:** Project Manager, Functional Systems Analyst

**Stakeholders and Known Requirement(s) per Stakeholder:**

(Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Instructional Technologies Division
  - Monitoring of LEA instructional technology plans
  - Reports on current technologies and personnel available in school systems
- BETA

- Reports on current technologies and personnel available in school systems
- General Assembly
  - Reports on current technologies and personnel available in school systems
- eNC
  - Reports on current technologies and personnel available in school systems
- NCWise
  - Reports on current technologies and personnel available in school systems

**Product Description/Deliverables:**

(What specific product deliverables are desired and what will be the end result of the project?)

- Technology inventory for LEAs
- Monitoring reports for LEA instructional technology plans
- Reports on current technologies and personnel available in school systems

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a COTS package	In-house system development
<b>Financial</b>	Insufficient funding	Staged development, funds from a variety of sources.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services security officers and use the best information security practices in the development process.
<b>Political</b>		
<b>Staffing</b>	Insufficient expertise in particular areas and/ or disciplines.	Commitment of agency to provide training opportunities.
<b>Regulatory</b>	Change in regulations	Develop and exercise compliance. Define roles and responsibilities of project team. Create an effective priority identification process.



Potential Risk	Description of Risk	Resolution
		Improve awareness of applicable changes.
<b>Skills</b>		
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Constraint(s):**

(Any limiting factor.)

- Stakeholder and customer availability

**Assumption(s):**

(Something taken to be true, but which may not be true.)

- Individuals with different data needs will work together to design an overall plan.
- Project team members will be assigned and allowed to spend the appropriate amount of time to complete each phase within a reasonable timeframe.
- A mechanism will be put into place to provide funding for development and roll-out.

**Relationship with other Agency Initiatives/Projects:**

*(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- School Name and Address system
- Licensure/salary management system
- Federal grants systems

**Relationship with Statewide Initiatives/Projects:**

*(Such as a document management system, etc.)*

- NCID

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ 96,612.50

	(assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$
Five Years Operations and Maintenance Expenses	\$
Other	\$ (30% change mgmt)
<b>TOTAL</b>	\$

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project manager	1			<u>600</u>
Project sponsor	1			<u>100</u>
Functional Analyst	1			<u>600</u>
Consultants	7			<u>1400</u>
Quality Analyst	1			<u>250</u>
<b>Subtotals</b>				<u>2950</u>
<b>External Resource Labor:</b>				
Vendor?	Unkonwn			
<b>Subtotals</b>				
<b>Totals</b>				<u>2950</u>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State		X	X	X	X	X	X
Federal							
Local							
Grant							
Other							

## ***Initiative 18 – Campus Capacity Database/Reporting***

### **Area/Division/Section: FBS/School Support/School planning**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Ben Matthews Director of School Support Division 807-3501
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Steve Taynton School Planning section 807-3560

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist the LEAs.*

**Description of Agency/Division Mission:** *Provide LEA support in the areas of Child Nutrition, Plant Operation, Insurance, School Planning and Transportation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Campus Capacity database needs to be able to report down to the building level. It also needs to update with current physical address, possibly out of SNA.	H
Make DPI and LEA Structures floor plan digital.	M
Use Web surveys to collect bulk information from schools analysis.	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
The Campus Capacity database could possibly be updated and restructured to report down to the building level. As well update the a campus physical address by using data from SNA.	M
Currently all floor plans are Drawn out and stored as hard copies. This takes up a lot of space and makes for cumbersome sorting through. It would be advantages to be able to store these plans in a computer digitally. This can be done with the purchase of a Plotter	M
School Planning does a lot of surveys with the LEAs. The idea was suggest they have a Web base survey software to collect the data. One such software is provided by a Company called Zommerang.com	M

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)		X		Providing accurate information in an efficient manner.
2. Increase Student Achievement			X	
3. Increase Efficiency	X			Reporting down to building level will give more accurate information and allow for better preparation in the future designs.
4. Increase Productivity	X			Web based survey would give a quick effective way to produce more reports on significant information.
5. Improve	X			Web based Survey would make it easier

Responsiveness				to produce surveys and allow LEAs to fill them out quicker.
6. Improve Customer Service/Value	X			
7. Decrease Cost		X		Any of the requirements could have some initial cost but the man hours saved could potentially outweigh that.
8. Reduce Risk			X	NA
9. Improve Quality	X			By making building plans available digitally they could effectively be enhanced digitally.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Steve Taynton.
- **IT Resources Include:** Karen Peng, Nathan Thanos.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- DPI
  - Requirement 1: School planning will benefit from by using data to create more efficient designs.
  - Requirement 2: By making structure designs available digitally could help with efficient design alterations.
  - Requirement 3: Quicker response to surveys from LEAs. Which means data analysis can begin sooner.

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1: Database capable of tracking capacity down to the building level.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial	A plotter is very expensive piece of technology to purchase and maintain..	

Potential Risk	Description of Risk	Resolution
Security		
Political		
Staffing		
Regulatory		
Skills		
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Constraint 1: Will need to analyze the current Campus Capacity Database to see if it can be updated with its current structure.
- Constraint 2: Need to either purchase or come up with a Web survey software. To collect data
- Constraint 3: Need to purchase a plotter to make it possible to digitize plans.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$50,000 to \$100,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 19 – Automate and Streamline Transportation Reporting, Funding and Audit Functions***

**Area/Division/Section: FBS/School Support/Transportation**

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Ben Matthews Director of School Support Division 807-3501
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Derek Graham Chief of Transportation 807-3571

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist the LEAs.*

**Description of Agency/Division Mission:** *Provide LEA support in the areas of Child Nutrition, Plant Operation, Insurance, School Planning and Transportation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Gather input data from each LEA to be used in the development of budget ratings and allotments (TD2 Student Count, TD2R Bus Driver report, TD1 Annual Report, TD24 Contracted Services, TD-TIMS data submission)	H
Implement and maintain a system of providing funding for operations.	H
Provide a new system to project next years funding – replace the simulator.	H
Audit of input data from LEAs (student count, local expenditures, number of buses)-match against MFR	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Make sure the LEAs are coding properly to expenditures	H
Replace the Simulator program once the new formula is decided upon as the existing program does not show all of the information on the graph	M
Automate the gathering of data from spreadsheets to something more efficient.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
11. Meet strategic objective(s)	x			Provide necessary funding in an efficient manner and audit the expenditures.
12. Increase Student Achievement			x	
13. Increase Efficiency	x			Replacing the simulator program.
14. Increase Productivity	x			Automate the LEA input data collection.
15. Improve Responsiveness	x			Provide new simulator.
16. Improve Customer	x			Creating new simulator will provide the customer the tools to better manage



Service/Value				funds.
17. Decrease Cost			x	
18. Reduce Risk		x		Reduce risk of LEA coding expenditures in appropriately.
19. Improve Quality	x			Audit of expenditures will improve data quality
20. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Derek Graham
- **IT Resources Include:** Kris Knowler, Kathy Horky

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 New Simulator program (positively)
  - Requirement 2 Audit function (positively)
- Stakeholder 2 Transportation Section (DPI)
  - Requirement 1 Automate the gathering and accumulation of data input from LEAs (positively)
  - Requirement 2 Audit function (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 Automate consolidation of the TD1 Annual Report
- Deliverable 2 Replace the Simulator system that allows the LEA to put information into the program and it will project next years funding.
- Deliverable 3 Create an automated process that audits the LEA input data by bumping it against the MFR report.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- *None known.*

**Project Budget Summary – Order of Magnitude Costs:** \$50,000 to \$100,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 20 – Child Nutrition Enhancements***

### **Area/Division/Section: FBS/School Support/Child Nutrition**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Ben Matthews Director of School Support Division 807-3501
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Lynn Hoggard Section Chief-Child Nutrition Services Section 807-3507

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist the LEA's.*

**Description of Agency/Division Mission:** *Provide LEA support in the areas of Child Nutrition, Plant Operations, Insurance, School Planning and Transportation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

<b>Key Business Goals</b>	<b>Priority (H)igh,</b>
---------------------------	-------------------------

	(M)edium, (L)ow
Use technology to administer national school lunch, school breakfast, after school snack, seamless summer, special milk, fresh fruits and vegetables programs and state administrative expense plan in accordance with federal regulations. Ability to post USDOA correspondence on the web in a timely manner.	H
Provide technical assistance to SFA's as required by law and upon request to assist SFA in achieving individual goals.	H
Implement tracking system to show response time for electronic and telephone requests.	H
Facilitate USDA's best practices program to identify and recognize best practices in 8 key program areas.	H
Conduct and track status of operational and financial audit(CRE) and school meals initiative(SMI) review for all SFA's.	H
Track federal funds being withheld in order to achieve regulatory, statutory and policy compliance.	H
Disseminate USDA regulations, policy memoranda, FNS instructions and other communications to all SFA's within 10 days of receipt.	H
Tracking for the following items: SFA budgets, waivers for late/modified claims, agreement amendments, nutrient analysis, health inspections, wellness policies, direct certifications procedures, verification activities, on site reviews, fresh fruit and vegetable program expenditures, SFA fund balances and indirect costs.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Administer all CN programs per federal regulations. Be in compliance with USDA regulations.	H
Merge all working documents from the regional consultants audits and reviews into one document so that program staff at DPI can check and report on the status of reviews and audits.	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic	X			Track federal funds being withheld in

objective(s)				order to achieve regulatory, statutory and policy compliance.
2. Increase Student Achievement			X	
3. Increase Efficiency	X			Merge all working documents from the regional consultants audits and reviews into one document
4. Increase Productivity	X			Disseminate USDA regulations, policy memoranda, FNS instructions and other communications to all SFA's within 10 days of receipt.
5. Improve Responsiveness	X			Implement tracking system to show response time for electronic and telephone requests
6. Improve Customer Service/Value	X			Provide technical assistance to SFA's as required by law
7. Decrease Cost				
8. Reduce Risk				
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Lynn Hoggard
- **IT Resources Include:** Denise Jackson, Kathy Horky

**Relationship with other Agency Initiatives/Projects:** (In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)

- None known.

**Relationship with Statewide Initiatives/Projects:** (Such as a document management system, etc.)

- None known.

**Project Budget Summary – Order of Magnitude Costs:** >\$50,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 21 – Implementation of an updated Computerized Instructional Management System***

**Area/Division/Section:** Curriculum and School Reform/Division of Secondary Education/Career Technical Education (CTE) Support Services

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Janice Davis, Deputy Superintendent, 807-3441  Dr. Elsie Leak, Associate Superintendent, 807-3912
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Rebecca Payne, Asst. Director, 807-3879
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ted Summey, Section Chief , 807-3870  Rhonda Welfare, CTE Consultant, 807-3876

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 3<sup>rd</sup> quarter 2006
- 3<sup>rd</sup> quarter 2009

**Business Requirement Description/Justification:**

**Description of Agency/Division Mission:**

The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

**Secondary Education Mission:**

The Secondary Education Division provides effective leadership to develop, maintain, and enhance integrated, rigorous, and relevant curricula and services to prepare students to meet educational, career, civic and personal goals in the present and future.

**CTE Mission:**



The mission of Career-Technical Education is to help empower students for effective participation in an international economy as world-class workers and citizens. Programs in Career-Technical Education are designed to contribute to the broad educational achievement of students, including basic skills such as reading, writing and mathematics, as well as their ability to work independently and as part of a team, think creatively and solve problems, and utilize technology.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Provide the capability to develop a web-based application to maintain the curriculum and track student performance data.	H
Provide the capability to integrate with the Data Collection Process (DCP). A flat file is currently generated.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
<b>The module for the Instructional Management System was supposed to be implemented in eSIS. This was a requirement through NC WISE and Price Waterhouse Cooper.</b> CTE Support Services Staff, including CTE Regional Consultants and CTE Administrators are currently using CMS 95 Commercial-Off-the-Shelf (COTS) Software from CTB-McGraw-Hill. The CMS 95 software is 11 years old.	H
Improve Efficient and Effective Operations.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Carl D. Perkins Career and Technical Education Improvement Act of 2006	H
State Board School Based Management and Accountability Program	H
Individual with Disabilities Education Act Amendments of 1997	H
Section 504 of the Rehabilitation Act of 1973 and other Civil Rights legislation.	H
NC General Statutes: Chapter 115C, Article 10 - Vocational and Technical Education	H
Title IV	H

**Key Benefits Business Requirement Will Provide: Place an “x” in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Improve effective and efficient operations for Career Technical Education across the state.
2. Increase Student Achievement	X			The project will enable the NCDPI to promote the alignment of curriculum and instruction, and the development and use of ongoing assessments. The project will provide professional development for staff, promote and maintain partnerships with external stakeholders and monitor Career Technical Education Programs in compliance with the Carl D. Perkins Career and Technical Education Act of 2006.
3. Increase Efficiency	X			LEAs will the ability to do real time updating of data and the sharing of information at NC DPI will eliminate the duplication of information collected.
4. Increase Productivity	X			The project will decrease the time and effort spent collecting information for reporting for both the LEAs and NCDPI.
5. Improve Responsiveness	X			NCDPI CTE staff, including CTE Regional Consultants will have the ability to provide immediate feedback and publish online reports for review by

				the LEAs.
6. Improve Customer Service/Value	X			NCDPI CTE staff will be able to respond quickly to concerns about curriculum raised by local users and to distribute updated and corrected materials when needed.
7. Decrease Cost	X			Decrease or eliminate costs attributable to electronic distribution of materials on CD. Approximate cost to state \$15,000 annually.
8. Reduce Risk	X			NCDPI CTE staff and regional consultants will monitor the federal programs by providing feedback on findings, developing corrective action plans and monitor the outcomes.
9. Improve Quality	X			NCDPI CTE staff and regional consultants will improve quality of service by using a planning, and monitoring tool to track the administration of selected federal programs to meet the Carl D. Perkins Career and Technical Education Act of 2006.
10. Other (Describe)			X	

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** NCDPI CTE Consultants, CTE Regional Consultants and CTE LEA Administrators.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Applications Program Analyst, Application Architect, Quality Assurance Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Office of Information Technology Services (ITS)
- NCDPI Technology Services

- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
- CTE Teachers
- Principals
- VOCATS Coordinators
  - Provide the capability to develop a web-based application to maintain the curriculum and track student performance data.
- Office of ITS
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- CTE Teachers
- Principals
- VOCATS Coordinators
  - Provide the capability to integrate with the Data Collection Process (DCP). Currently, NCDPI can generate a flat file to collect the data.

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- A web-based Instructional Management System to track curriculum and student performance data.
- Integrate with DCP.
- Train the NCDPI CTE Staff, including CTE Regional Consultants and CTE local staff during the implementation phase of the new Instructional Management System.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a Commercial-Off-the Shelf Package	In-house development
<b>Financial</b>	Insufficient funding	May require additional funding in the next fiscal year.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services security officers and use the best information security practices in the development process.

Potential Risk	Description of Risk	Resolution
Political	N/A	
Staffing	Insufficient expertise in particular areas and/or disciplines.	Commitment of agency leadership to provide training opportunities for the staff.
Regulatory	Non-compliance to State Technical Architecture  Changes in federal legislation.	Ensure that technical design meets the established State Technical Architecture requirements.  Keep track of proposed actions related to the Carl D. Perkins Career and Technical Education Act of 2006.
Skills	Lack of skills and training for staff.	Ensure that staff receives training or contract with a vendor to perform the service.
Operational Readiness	NCDPI conformance to new federal grants programs.	Ensure all federal grants managers are in agreement to the new program.
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Stakeholder and customer availability.
- Any delay any receiving the regulations that go with Carl D. Perkins Career and Technical Education Act of 2006.
- Turnover in personnel.
- Coordination with NC WISE and SIMS to upload data into PPMS.
- Coordination of all data from various sources.
- Local education agency system technology.
- Find a Commercial Off-the-Shelf (COTS) package to meet all federal programs.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Implement the Carl D. Perkins Career and Technical Education Act of 2006 for the 2007-2008 school years.
- NCDPI must align new technology to the North Carolina Statewide Technical Architecture.

- LEAs will meet required infrastructure needs.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- PPMS
- Data Collection Process
- School Name and Address
- Focus Reports
- NC WISE
- SIMS

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Investigating the possibility of Hosting at ITS.
- Security
- Investigating the possibility of integrating with the North Carolina Identity Management Service (NCID).

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$227,286.40 (assuming average of \$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	\$ Unknown

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>
-------------------------

<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Applications Analyst Programmer	1	60	20	<u>1200</u>
Service Desk Consultant	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
CTE Grant Program Consultants	2	60	1.5	<u>180</u>
CTE Regional Consultants	4	30	1.5	<u>180</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
<b>Subtotals</b>				
<b>Totals</b>	<b>13</b>			<b><u>5870</u></b>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State			X				
Federal		X	X	X	X	X	X
Local							
Grant							
Other							

## ***Initiative 22 – Migration of the Data Collection Process (DCP)***

**Area/Division/Section:** Curriculum and School Reform/Division of Secondary Education/Career Technical Education (CTE) Support Services

### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Janice Davis, Deputy Superintendent, 807-3441  Dr. Elsie Leak, Associate Superintendent, 807-3912
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Rebecca Payne, Asst. Director, 807-3879
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ted Summey, Section Chief , 807-3870  Rhonda Welfare, CTE Consultant, 807-3876

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 3<sup>rd</sup> quarter 2006
- 3<sup>rd</sup> quarter 2009

Angela Pope-Lett will conduct a Gap Analysis on the legacy DCP. The NCDPI CTE consultants are awaiting new requirements for the Carl D. Perkins Career and Technical Education Improvement Act of 2006.

### **Business Requirement Description/Justification:**

#### **Description of Agency/Division Mission:**

The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

#### **Secondary Education Mission:**

The Secondary Education Division provides effective leadership to develop, maintain, and enhance integrated, rigorous, and relevant curricula and services



to prepare students to meet educational, career, civic and personal goals in the present and future.

**CTE Mission:**

The mission of Career-Technical Education is to help empower students for effective participation in an international economy as world-class workers and citizens. Programs in Career-Technical Education are designed to contribute to the broad educational achievement of students, including basic skills such as reading, writing and mathematics, as well as their ability to work independently and as part of a team, think creatively and solve problems, and utilize technology.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Enhance the current business processes to meet the Carl D. Perkins Career and Technical Education Act of 2006. New regulations will require new calculations in the PPMS.	H
Develop a process to collect performance and compliance data about CTE Programs in North Carolina.	H
Provide the capability to integrate DCP data within the PPMS.	H
Provide the capability to generate reports in PPMS.	H
Provide the capability to collect College Tech Prep data in the DCP.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
The state approved technology must meet the State Technical Architecture requirements.	H
The federal funds mandate, allow, and fund Career Technical	H

Education's planning, performance management and accountability system through which each LEA provides CTE to students.	
Improve Efficient and Effective Operations of federal programs.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Carl D. Perkins Career and Technical Education Improvement Act of 2006	H
State Board School Based Management and Accountability Program	H
Individual with Disabilities Education Act Amendments of 1997	H
Section 504 of the Rehabilitation Act of 1973 and other Civil Rights legislation.	H
NC General Statutes: Chapter 115C, Article 10 - Vocational and Technical Education	H
Title III: English Language Acquisition	H

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Improve effective and efficient operations for Career Technical Education across the state.
2. Increase Student Achievement	X			The project will enable the NCDPI to promote the alignment of curriculum and instruction, and the development and use of ongoing assessments. The project will provide professional development for staff, promote and maintain partnerships with external stakeholders and monitor Career Technical Education Programs in compliance with the Carl D. Perkins Career and Technical Education Act of 2006.
3. Increase Efficiency	X			NCDPI CTE Staff, including CTE Regional Consultants and CTE LEA Administrators will have the ability to

				plan, monitor and manage CTE programs.
4. Increase Productivity	X			The LEAs will have a business process for planning, monitoring and managing the success of CTE Programs.
5. Improve Responsiveness	X			NCDPI CTE staff, including CTE Regional Consultants will have the ability to provide immediate feedback and publish online reports for review by the LEAs.
6. Improve Customer Service/Value	X			NCDPI CTE Staff, including CTE Regional Consultants will provide rapid response to the LEAs on their local plans, amendments, and Budgets.
7. Decrease Cost	X			NCDPI CTE Staff, including CTE Regional Consultants will provide feedback on the use of funds for the following budgets: <ul style="list-style-type: none"> <li>• PRC 013 Vocational Education - State Months of Employment,</li> <li>• PRC 014 Vocational Education – Program Support</li> <li>• PRC 017 Vocational Education – Program Improvement</li> </ul>
8. Reduce Risk	X			NCDPI CTE staff and regional consultants will monitor the federal programs by providing feedback on findings, developing corrective action plans and monitor the outcomes.
9. Improve Quality	X			NCDPI CTE staff and regional consultants will improve quality of service by using a planning, and monitoring tool to track the administration of selected federal programs to meet the Carl D. Perkins Career and Technical Education Act of 2006.
10. Other (Describe)			X	

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** NCDPI CTE Consultants, CTE Regional Consultants and CTE LEA Administrators.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Applications Program Analyst, Application Architect, Quality Assurance Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Office of Vocational and Adult Education
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Enhance the current business processes to meet the Carl D. Perkins Career and Technical Education Act of 2006.
- Office of Vocational and Adult Education
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Develop a process to collect performance and compliance data about CTE Programs in North Carolina.
- Office of ITS
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to integrate DCP data within the PPMS.
- Office of ITS
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to generate reports in PPMS.
- Office of ITS
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to collect College Tech Prep data in the DCP.

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- A system for collecting CTE Performance and Compliance data.
- A system integrated with PPMS for reporting CTE data.
- Train the NCDPI CTE Staff, including CTE Regional Consultants and CTE local staff during the implementation phase of the new DCP.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a Commercial-Off-the Shelf Package	In-house development
<b>Financial</b>	Insufficient funding	May require additional funding in the next fiscal year.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services security officers and use the best information security practices in the development process.
<b>Political</b>	N/A	
<b>Staffing</b>	Insufficient expertise in particular areas and/or disciplines.	Commitment of agency leadership to provide training opportunities for the staff.
<b>Regulatory</b>	Non-compliance to State Technical Architecture  Changes in federal legislation.	Ensure that technical design meets the established State Technical Architecture requirements.  Keep track of proposed actions related to the Carl D. Perkins Career and Technical Education Act of 2006.
<b>Skills</b>	Lack of skills and training for staff.	Ensure that staff receives training or contract with a vendor to perform the service.
<b>Operational Readiness</b>	NCDPI conformance to new federal grants programs.	Ensure all federal grants managers are in agreement to the new program.
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Stakeholder and customer availability.

- Any delay any receiving the regulations that go with Carl D. Perkins Career and Technical Education Act of 2006.
- Turnover in personnel.
- Coordination with NC WISE and SIMS to upload data into PPMS.
- Coordination of all data from various sources.
- Local education agency system technology.
- Find a Commercial Off-the-Shelf (COTS) package to meet all federal programs.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Implement the Carl D. Perkins Career and Technical Education Act of 2006 for the 2008-2009 school years.
- NCDPI must align new technology to the North Carolina Statewide Technical Architecture.
- LEAs will meet required infrastructure needs.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- PPMS
- School Name and Address
- Focus Reports
- NC WISE
- SIMS
- Employment Security Commission: Common Follow-Up Report
- Articulation Agreement with Community Colleges

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Investigating the possibility of Hosting at ITS.
- Security
- Investigating the possibility of integrating with the North Carolina Identity Management Service (NCID).

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
Budget Categories	Amount
Internal Resource Labor (see table below)	\$227,286.40 (assuming average of

	\$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	\$ Unknown

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

Staffing Summary				
<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Applications Analyst Programmer	1	60	20	<u>1200</u>
Service Desk Consultant	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
CTE Grant Program Consultants	2	60	1.5	<u>180</u>
CTE Regional Consultants	4	30	1.5	<u>180</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
<b>Subtotals</b>				
<b>Totals</b>	<b>13</b>			<b><u>5870</u></b>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State			X				
Federal		X	X	X	X	X	X
Local							
Grant							
Other							

## ***Initiative 23 – Migration of the Planning and Performance Management System (PPMS)***

**Area/Division/Section:** Curriculum and School Reform/Division of Secondary Education/Career Technical Education (CTE) Support Services

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Janice Davis, Deputy Superintendent, 807-3441  Dr. Elsie Leak, Associate Superintendent, 807-3912
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Rebecca Payne, Asst. Director, 807-3879
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ted Summey, Section Chief , 807-3870  Rhonda Welfare, CTE Consultant, 807-3876

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 3<sup>rd</sup> quarter 2006
- 3<sup>rd</sup> quarter 2009

Angela Pope-Lett is currently conducting a Gap Analysis on the legacy PPMS. The CTE consultants are awaiting new requirements for the Carl D. Perkins Career and Technical Education Improvement Act of 2006.

### **Business Requirement Description/Justification:**

#### **Description of Agency/Division Mission:**

The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

#### **Secondary Education Mission:**

The Secondary Education Division provides effective leadership to develop, maintain, and enhance integrated, rigorous, and relevant curricula and services



to prepare students to meet educational, career, civic and personal goals in the present and future.

**CTE Mission:**

The mission of Career-Technical Education is to help empower students for effective participation in an international economy as world-class workers and citizens. Programs in Career-Technical Education are designed to contribute to the broad educational achievement of students, including basic skills such as reading, writing and mathematics, as well as their ability to work independently and as part of a team, think creatively and solve problems, and utilize technology.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Provide the capability to migrate PPMS from the legacy platform to an approved State Technical Architecture.	H
Provide the capability to transfer data from the current PPMS to the new PPMS.	H
Enhance the current business processes to meet the Carl D. Perkins Career and Technical Education Act of 2006. New regulations will require new calculations in the PPMS.	H
Develop a federal grants application that will optimize the management of federal programs by consolidating core commonalities and is flexible to federal reporting guidelines.	H
Provide the capability to report College Tech Prep in PPMS.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
-------------------------	--

The state approved technology must meet the State Technical Architecture requirements.	H
The federal funds mandate, allow, and fund Career Technical Education's planning, performance management and accountability system through which each LEA provides CTE to students.	H
Improve Efficient and Effective Operations of federal programs.	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Carl D. Perkins Career and Technical Education Improvement Act of 2006	H
State Board School Based Management and Accountability Program	H
Individual with Disabilities Education Act Amendments of 1997	H
Section 504 of the Rehabilitation Act of 1973 and other Civil Rights legislation.	H
NC General Statutes: Chapter 115C, Article 10 - Vocational and Technical Education	H
Title III: English Language Acquisition	H

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Improve effective and efficient operations for Career Technical Education across the state.
2. Increase Student Achievement	X			The project will enable the NCDPI to promote the alignment of curriculum and instruction, and the development and use of ongoing assessments. The project will provide professional development for staff, promote and maintain partnerships with external stakeholders and monitor Career Technical Education Programs in compliance with the Carl D. Perkins Career and Technical Education Act of 2006.

3. Increase Efficiency	X			NCDPI CTE Staff, including CTE Regional Consultants and CTE LEA Administrators will have the ability to plan, monitor and manage CTE programs.
4. Increase Productivity	X			The LEAs will have a business process for planning, monitoring and managing the success of CTE Programs.
5. Improve Responsiveness	X			NCDPI CTE staff, including CTE Regional Consultants will have the ability to provide immediate feedback and publish online reports for review by the LEAs.
6. Improve Customer Service/Value	X			NCDPI CTE Staff, including CTE Regional Consultants will provide rapid response to the LEAs on their local plans, amendments, and Budgets.
7. Decrease Cost	X			NCDPI CTE Staff, including CTE Regional Consultants will provide feedback on the use of funds for the following budgets: <ul style="list-style-type: none"> <li>• PRC 013 Vocational Education - State Months of Employment,</li> <li>• PRC 014 Vocational Education – Program Support</li> <li>• PRC 017 Vocational Education – Program Improvement</li> </ul>
8. Reduce Risk	X			NCDPI CTE staff and regional consultants will monitor the federal programs by providing feedback on findings, developing corrective action plans and monitor the outcomes.
9. Improve Quality	X			NCDPI CTE staff and regional consultants will improve quality of service by using a planning, and monitoring tool to track the administration of selected federal programs to meet the Carl D. Perkins Career and Technical Education Act of 2006.
10. Other (Describe)			X	

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** NCDPI CTE Consultants, CTE Regional Consultants and CTE LEA Administrators.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Applications Program Analyst, Application Architect, Quality Assurance Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Office of Information Technology Services (ITS)
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to migrate PPMS from the legacy platform to an approved State Technical Architecture.
- Office of ITS
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to transfer data from the legacy PPMS to the new PPMS.
- Office of Vocational and Adult Education
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Enhance the current business processes to meet the Carl D. Perkins Career and Technical Education Act of 2006.
- Office of Vocational and Adult Education
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Develop a federal grants application that will optimize the management of federal programs by consolidating core commonalities and is flexible to federal reporting guidelines.
- Office of ITS

- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
  - Provide the capability to report College Tech Prep in PPMS.

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- PPMS to allow local school systems to plan for effective expenditures of state and federal CTE funds.
- Migration of PPMS to a new platform to meet State Technical Architecture guidelines.
- Train the NCDPI CTE Staff, including CTE Regional Consultants and CTE local staff during the implementation phase of the new PPMS.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Inability to find a Commercial-Off-the Shelf Package	In-house development
<b>Financial</b>	Insufficient funding	May require additional funding in the next fiscal year.
<b>Security</b>	Lack of compliance and due diligence	Involve Technology Services security officers and use the best information security practices in the development process.
<b>Political</b>	N/A	
<b>Staffing</b>	Insufficient expertise in particular areas and/or disciplines.	Commitment of agency to provide training opportunities for the staff.
<b>Regulatory</b>	Non-compliance to State Technical Architecture  Changes in federal legislation.	Ensure that technical design meets the established State Technical Architecture requirements.  Keep track of proposed actions related to the Carl D. Perkins Career and Technical

Potential Risk	Description of Risk	Resolution
		Education Act of 2006.
<b>Skills</b>	Lack of skills and training for staff.	Ensure that staff receives training or contract with a vendor to perform the service.
<b>Operational Readiness</b>	NCDPI conformance to new federal grants programs.	Ensure all federal grants managers are in agreement to the new program.
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Stakeholder and customer availability.
- Any delay any receiving the regulations that go with Carl D. Perkins Career and Technical Education Act of 2006.
- Turnover in personnel.
- Coordination with NC WISE and SIMS to upload data into PPMS.
- Coordination of all data from various sources.
- Local education agency system technology.
- Find a Commercial Off-the-Shelf (COTS) package to meet all federal programs.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Implement the Carl D. Perkins Career and Technical Education Act of 2006 for the 2008-2009 school years.
- NCDPI must align new technology to the North Carolina Statewide Technical Architecture.
- LEAs will meet required infrastructure needs.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- *Data Collection Process*
- *School Name and Address*
- *Focus Reports*
- *NC WISE*
- *SIMS*
- *Employment Security Commission: Common Follow-Up Report*

- *Articulation Agreement with Community Colleges*

**Relationship with Statewide Initiatives/Projects:** (Such as a document management system, etc.)

- *Investigating the possibility of Hosting at ITS.*
- *Security*
- *Investigating the possibility of integrating with the North Carolina Identity Management Service (NCID).*

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$227,286.40 (assuming average of \$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	\$ Unknown

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>Total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Applications Analyst Programmer	1	60	20	<u>1200</u>
Service Desk Consultant	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
CTE Grant Program Consultants	2	60	1.5	<u>180</u>
CTE Regional Consultants	4	30	1.5	<u>180</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			

<i>Subtotals</i>				
<i>Totals</i>	<i>13</i>			<u>5870</u>

***Place an “x” in the appropriate row/column.***

<b><i>Source of Funding</i></b>	<b><i>Type of Funding</i></b>		<b><i>Use of Funding</i></b>				
	<b><i>One- Time</i></b>	<b><i>Recurring</i></b>	<b><i>Internal Staff</i></b>	<b><i>Outside Consultants</i></b>	<b><i>Hardware</i></b>	<b><i>Software</i></b>	<b><i>Other</i></b>
State			X				
Federal		X	X	X	X	X	X
Local							
Grant							
Other							



## ***Initiative 24 – College Tech Prep (CTP) Report***

**Area/Division/Section:** Curriculum and School Reform/Division of Secondary Education/Career Technical Education (CTE) Support Services

### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Janice Davis, Deputy Superintendent, 807-3441
		Dr. Elsie Leak, Associate Superintendent, 807-3912
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Rebecca Payne, Asst. Director, 807-3879
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ted Summey, Section Chief , 807-3870
		Rhonda Welfare, CTE Consultant, 807-3876

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – June 30, 2007 – Interim Report
- End – June 30, 2008 – Final Report

### **Business Requirement Description/Justification:**

#### **Description of Agency/Division Mission:**

The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

#### **Secondary Education Mission:**

The Secondary Education Division provides effective leadership to develop, maintain, and enhance integrated, rigorous, and relevant curricula and services to prepare students to meet educational, career, civic and personal goals in the present and future.

#### **CTE Mission:**

The mission of Career-Technical Education is to help empower students for effective participation in an international economy as world-class workers and citizens. Programs in Career-Technical Education are designed to contribute to the broad educational achievement of students, including basic skills such as reading, writing and mathematics, as well as their ability to work independently and as part of a team, think creatively and solve problems, and utilize technology.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Provide the capability for all North Carolina Local Education Agencies and North Carolina Community College staff to report College Tech Prep information for the Enhancement Grant and the Innovation/Demonstration Grant in a web-based application. Guidance counselors and community college staff currently complete a paper copy and mail the form to North Carolina Community College System.	H
Provide the capability to submit an interim report through June 30, 2007.	H
Provide the capability to submit a final report through June 30, 2008.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Effectively report College Tech Prep results to stakeholders	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
Carl D. Perkins Career and Technical Education Improvement Act of 2006	H
State Board School Based Management and Accountability Program	H
Individual with Disabilities Education Act Amendments of 1997	H
Section 504 of the Rehabilitation Act of 1973 and other Civil Rights legislation.	H
NC General Statutes: Chapter 115C, Article 10 - Vocational and Technical Education	H
Title III: English Language Acquisition	H
Circular A-128 pursuant to the Single Audit Act of 1984 (if awarded \$25,000 or more)	H

**Key Benefits Business Requirement Will Provide: Place an “x” in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Improve effective and efficient operations for North Carolina Local Education Agencies and the North Carolina Community College staff.
2. Increase Student Achievement	X			Provide results in a meaningful fashion
3. Increase Efficiency	X			Easily supported and decrease external and internal workload
4. Increase Productivity	X			The North Carolina Local Education Agencies and the North Carolina Community College System staff will have a business process for monitoring and managing the success of CTP Programs.
5. Improve Responsiveness	X			NCDPI CTE staff, including CTE Regional Consultants will have the ability to provide immediate feedback and publish online reports for review by the LEAs.
6. Improve Customer Service/Value	X			The North Carolina Local Education Agencies and the North Carolina Community College System staff one location to input CTP data.
7. Decrease Cost	X			Decrease cost to the North Carolina

				Local Education Agencies and the North Carolina Community College System by allowing them to enter the data in a web-based application.
8. Reduce Risk	X			Tech Support
9. Improve Quality	X			NCDPI CTE staff and regional consultants will improve quality of service by using a web-based application to track College Tech Prep data.
10. Other (Describe)			X	

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** NCDPI, North Carolina Community College System, State Board of Community Colleges, Public Schools of North Carolina State Board of Education, North Carolina Local Education Agencies and the North Carolina Community College System staff.
- **IT Resources Include:** Project Manager, Functional Systems Analyst, Applications Program Analyst, Application Architect, Quality Assurance Analyst, etc.

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- North Carolina Community College System
- State Board of Community Colleges
- NCDPI
- Public Schools of North Carolina State Board of Education
- Office of Information Technology Services
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Provide the capability for all North Carolina Local Education Agencies and North Carolina Community College staff to report College Tech Prep information for the Enhancement Grant and the Innovation/Demonstration Grant in a web-based application. Guidance counselors and community college staff currently complete a paper copy and mail the form to North Carolina Community College System.

- North Carolina Community College System
- State Board of Community Colleges
- NCDPI
- Public Schools of North Carolina State Board of Education
- Office of Information Technology Services
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Provide the capability to submit an interim report through June 30, 2007.
- North Carolina Community College System
- State Board of Community Colleges
- NCDPI
- Public Schools of North Carolina State Board of Education
- Office of Information Technology Services
- NCDPI Technology Services
- NCDPI CTE Staff and CTE Regional Consultants, and CTE LEA Administrators
- State Board of Education
  - Provide the capability to submit an interim report through June 30, 2007.
  - Provide the capability to submit a final report through June 30, 2008.

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- A reporting system for collecting CTP data.
- A system integrated with PPMS for reporting CTP data.
- Train the NCDPI CTE Staff, including CTE Regional Consultants, North Carolina Local Education Agencies and the North Carolina Community College System staff.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	Choice and application of inappropriate technologies.	Approach this project through architected solutions in partnership with DPI/Technology Services, ITS and through the use of proven and established technologies.

Potential Risk	Description of Risk	Resolution
Financial	Insufficient funding	May require additional funding in the next fiscal year.
Security	Lack of compliance and due diligence	Involve Technology Services security officers and use the best information security practices in the development process.
Political	N/A	
Staffing	Insufficient expertise in particular areas and/or disciplines.	Commitment of agency leadership to provide training opportunities for the staff.
Regulatory	Non-compliance to State Technical Architecture  Changes in federal legislation.	Ensure that technical design meets the established State Technical Architecture requirements.  Keep track of proposed actions related to the Innovation/Demonstration Grant and the Enhancement Grant.
Skills	Lack of skills and training for staff.	Ensure that staff receives training or contract with a vendor to perform the service.
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Stakeholder and customer availability.
- Any delay any receiving the regulations that go with Carl D. Perkins Career and Technical Education Act of 2006.
- Turnover in personnel.
- Coordination with NC WISE and SIMS to upload data into PPMS.
- Coordination of all data from various sources.
- Local education agency system technology.
- Find a web-based application package for the CTP Report.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- The CTP Consortium received an Innovation/Grant or Enhancement Grant.

- Infrastructure for new reporting system will be in place.
- LEAs will meet required infrastructure needs.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- PPMS
- North Carolina Community College System
- Articulation Agreement with Community Colleges
- SIMS
- NC WISE

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Investigating the possibility of Hosting at ITS.
- Security
- Investigating the possibility of integrating with the North Carolina Identity Management Service (NCID).

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Project Budget Summary	
<i><b>Budget Categories</b></i>	<i><b>Amount</b></i>
Internal Resource Labor (see table below)	\$227,286.40 (assuming average of \$35.72/hr.) (Indirect Cost due to funds are paid through Salary Administration)
External (Contract) Resource Labor (see table below)	\$ Unknown (assuming average of \$ X/hr.)
Materials and Supplies	\$ Unknown
Direct Purchases	\$ Unknown
Employee Expenses	\$ Unknown
Training Expenses	\$ Unknown
Technology Costs	\$ Unknown
Five Years Operations and Maintenance Expenses	\$ Unknown
Other	\$ Unknown
<b>TOTAL</b>	\$ Unknown

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

Staffing Summary
------------------

<i>Resource Type</i>	<i>Number of FTE's</i>	<i>Duration (Weeks)</i>	<i>Hours per Week</i>	<i>Total Hours by Resource</i>
<b>Internal Resource Labor:</b>				
Project manager	1	60	20	<u>1200</u>
Project sponsor	1	60	1.5	<u>90</u>
Functional Systems Analyst	1	60	20	<u>1200</u>
Applications Analyst Programmer	1	60	20	<u>1200</u>
Service Desk Consultant	1	60	20	<u>1200</u>
Architect	1	20	1	<u>20</u>
Quality Assurance Analyst	1	60	10	<u>600</u>
CTE Grant Program Consultants	2	60	1.5	<u>180</u>
CTE Regional Consultants	4	30	1.5	<u>180</u>
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1	Unknown			
<b>Subtotals</b>				
<b>Totals</b>	<b>13</b>			<b><u>5870</u></b>

**Place an "x" in the appropriate row/column.**

<i>Source of Funding</i>	<i>Type of Funding</i>		<i>Use of Funding</i>				
	<i>One-Time</i>	<i>Recurring</i>	<i>Internal Staff</i>	<i>Outside Consultants</i>	<i>Hardware</i>	<i>Software</i>	<i>Other</i>
State			X				
Federal		X	X	X	X	X	X
Local							
Grant							
Other							



## ***Initiative 25 – Reading First – Request for Unique Student ID, Database to Store Reading First Data***

**Area/Division/Section:** Curriculum and School Reform/Elementary Education/Reading First

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Dr. Janice Davis, Deputy Superintendent, 807-3441  Dr. Elsie Leak, Associate Superintendent, 807-3912
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Jacquelyn Colbert, Director, 807-3916  Meta Phelps-Hodges, Section Chief, 807-3830
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Bill Frazier, Special Program Consultant, 807-3585

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – 2002(quarter/year)
- End – 2009 (quarter/year)

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *(Where the business is going, what you want the business to be when it gets there, how is the business planning to get there, etc.)*

The vision of the Elementary Education Division is to foster a comprehensive, balanced, educational foundation that meets the social, emotional, intellectual, and physical needs of all children and equips them to thrive in a global society.

**Description of Agency/Division Mission:**

The guiding mission of the North Carolina State Board of Education is that every public school student will graduate from high school, globally competitive for work and postsecondary education and prepared for life in the 21<sup>st</sup> Century.

The mission of the Elementary Education Division is to design, maintain, and enhance all content areas of a rigorous NC Standard Course of Study; to provide on-going technical assistance and professional development to all stakeholders; and to learn, research, and collaborate with educational professionals at the state, national and international levels.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High** -- Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division

**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
The Goal of North Carolina's Reading First (NCRF) initiative is to ensure that all children learn to read well by the end of the third grade. This goal will be accomplished by applying scientifically based reading research to reading instruction in all North Carolina schools.	High

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
The Reading First initiative collects test scores by student in Kindergarten through 3 <sup>rd</sup> , and stores these scores in the vendors' data warehouse. Data are forwarded in various formats and media type to DPI and an external evaluator for analysis. A database/warehouse capable of storing this data would improve access and security.	High
The Reading First grant requires student data be maintained for Grades K-3. It is difficult to track for students transferring from/to Reading First schools. A state-wide unique student ID would improve this capability.	High
The Reading First grant requires professional development be available for Reading First and non-Reading First schools. Scheduling is a massive effort, and a globally accessible calendar would enhance these efforts.	Medium

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
These previous requirements are required by the federal Reading First program and subsequent North Carolina Grant as authorized under Title 1, Part B, Subpart 1 of the Elementary and Secondary Education Act (ESEA) as amended by the No Child Left Behind (NCLB) Act of 2001.	High

**Key Benefits Business Requirement Will Provide: Place an "x" in the appropriate row/column.**

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	X			Ensure that all children learn to read well by the end of the third grade. Provide professional development for teachers.
2. Increase Student Achievement	X			This will insure high student performance by teaching all children to read by Grade 3. Provides professional development for teachers.
3. Increase Efficiency			X	N/A
4. Increase Productivity			X	N/A
5. Improve Responsiveness	X			Allow readily and secure access to student data.
6. Improve Customer Service/Value	X			Provide the mechanism to provide required reports.
7. Decrease Cost			X	N/A
8. Reduce Risk		X		Primary current risk is insecure data.
9. Improve Quality	X			Improve quality with the implementation of a unique student identifier.
10. Other (Describe)			X	N/A

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Bill Frazier, Special Projects Consultant
- **IT Resources Include:** Angela Pope-Lett, Functional Systems Analyst

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Jacquelyn Colbert
- Meta Phelps-Hodges

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 - Database to store Reading First data.
- Deliverable 2 – A universal identifier for each student.
- Deliverable 3 - A globally accessible calendar.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology	Reading First data should be stored in an application similar to NC WISE.	
Financial		
Security		
Political		
Staffing		
Regulatory		
Skills		
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- This is neither a project, nor a request for one. It is only a statement of needs.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- There will be no changes in existing procedures.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- *Reading First uses data from SIMS, NC WISE and third grade End of Grade testing.*

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- *None known.*

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

Note: Bill Frazier has indicated that there are no cost currently associated with the technology plan.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$37,863 (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$200,000
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$ 237,863</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project manager	1			<u>160</u>
Project sponsor	1			<u>100</u>
Functional Systems Analyst	1			<u>200</u>
Database Administrator	1			<u>150</u>
Technical Architect	1			<u>100</u>
Developer	1			<u>150</u>
Quality Control Analyst	1			<u>200</u>

<b>Subtotals</b>	<b>7</b>			<b>1060</b>
<b>External Resource Labor:</b>				
Contractor 1				
Contractor 2				
Contractor 3				
<b>Subtotals</b>	<b>0</b>			
<b>Totals</b>	<b>7</b>			<b>1060</b>

**Place an "x" in the appropriate row/column.**

<b>Source of Funding</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One-Time</b>	<b>Recurring</b>	<b>Internal Staff</b>	<b>Outside Consultants</b>	<b>Hardware</b>	<b>Software</b>	<b>Other</b>
State		X	X		X	X	X
Federal							
Local							
Grant							
Other							

***Initiative 26 – Monitor and provide assistance to LEAs for compliance to legislations on financial operations using web-based information***

**Area/Division/Section: FBS/School Business Services/  
Monitoring and Compliance**

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director of School Business Services 807-3701
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Stephanie English Chief of Monitoring and Compliance 807-3686

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist LEAs.*

**Description of Agency/Division Mission:** *Monitor and provide LEA support in the area of compliance to legislations*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Gather data from LEAs to meet legislation requirements.	H
Gather data from DPI financial system for monitoring and auditing purpose	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
A web-based form to gather match requirements from LEAs (Currently LEA email/fax the letters to DPI.)	M
A web-based form to gather equipment disposition from LEAs (Currently LEA fax a signed form to DPI, then monitoring section send an approval letter back to LEAs.)	M
An Access database to pull in various DPI mainframe reports, then produce Excel file for auditing purpose. (Currently, data is manually typed in Excel file from various hard copies of mainframe reports.)	H

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)				
2. Increase Student Achievement				
3. Increase Efficiency	x			Access database will eliminate the process of manually entering data into Excel file.
4. Increase Productivity	x			Web-based forms will reduce the time of collecting paper copies.
5. Improve Responsiveness	x			Web-based forms will provide Monitoring staff to collect data from LEAs quicker so that they can respond back to LEAs or auditors faster.
6. Improve Customer	x			Web-based forms will provide easy access to LEAs.



Service/Value				
7. Decrease Cost				
8. Reduce Risk				
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Stephanie English
- **IT Resources Include:** Kathy Horky, Karen Peng

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 Web-based form for match requirement (positively)
  - Requirement 2 Web-based form for equipment disposition (positively)
- Stakeholder 2 Monitoring Section
  - Requirement 1 Web-based form for match requirement (positively)
  - Requirement 2 Web-based form for equipment disposition (positively)
  - Requirement 3 Access database automatically imports mainframe reports and produce Excel file (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 Web-based form for match requirement
- Deliverable 2 Web-based form for equipment disposition
- Deliverable 3 Access database for importing various mainframe reports and producing Excel file.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- *None known.*

**Project Budget Summary – Order of Magnitude Costs:** > \$50,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

***Initiative 27 – Implement legislation in the area of agency budget***

**Area/Division/Section: FBS/Financial Services/Planning and Budget**

**Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Larry McLamb Director of Financial Services 807-3611
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Rose Page Chief of Planning and Budget 807-3740

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist DPI staff.*

**Description of Agency/Division Mission:** *Provide support to DPI staff in the area of financial planning, budgeting, and reconciliation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Develop agency budget policy and procedures	H
Develop agency budget	H
Analyze agency budget	H
Disseminate budget reports	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
To facilitate developing agency's biennial budget, a need for a mainframe report to pull data from last 3 years. The data can be inflationary factors, membership dues, expenditures, and others. (Currently user hand key data to Excel file.)	H
To facilitate analyzing agency's budget, a need for a mainframe report print out just with the records of negative numbers, instead of a full report with 500 pages. The report is from NCAS, BPS, IMX, and Extend of OSBN. (Currently a 500 pages report is printed.)	H
To facilitate disseminate encumbrance reports, a PDF file with only one center or one org's data in it. Then the user can login to see their own section's encumbrance report. (Currently Budget section peels off the hard copy encumbrance report, then distribute the pages to the person of that center or org.)	M
To facilitate agency user to search budget policy and procedures, a need of centralized place (a website maybe) display all related budget policy and procedures. (Currently the information is located all over website, hard copies manual in DPI, OSBN, state personnel, and OSC.)	M

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
All budget policies need to comply with legislations	

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			
2. Increase Student Achievement				
3. Increase Efficiency	x			A PDF file with only one center or org's encumbrance in it will reduce time on peeling off the hard copy reports.
4. Increase Productivity	x			Mainframe reports for last 3 years will reduce the time of search data through many different sources.
5. Improve Responsiveness	x			A centralized place with all the budget policy and procedures will reduce the time to search different websites and manuals.
6. Improve Customer Service/Value				
7. Decrease Cost				
8. Reduce Risk				
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Rose Page
- **IT Resources Include:** Kathy Horky, Nathan Thanos, Karen Peng

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 DPI employees
  - Requirement 1 A centralized place (a website maybe) display all related budget policy and procedures (positively)
  - Requirement 2 A PDF file of encumbrance report with only one center or one org's data in it (positively)
- Stakeholder 2 Planning and Budget Section
  - Requirement 1 A centralized place (a website maybe) display all related budget policy and procedures. (positively)
  - Requirement 2 A PDF file of encumbrance report with only one center or one org's data in it. (positively)

- Requirement 3 A mainframe report printed out just with the records of negative numbers. (positively)
- Requirement 4 A mainframe report to pull data from last 3 years. (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 A centralized place (a website maybe) display all related budget policy and procedures.
- Deliverable 2 A PDF file of encumbrance report with only one center or one org's data in it.
- Deliverable 3 A mainframe report printed out just with the records of negative numbers.
- Deliverable 4 A mainframe report to pull data from last 3 years.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$50,000 to \$100,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 28 – Bring Worker’s Compensation Insurance In-House***

### **Area/Division/Section: FBS/School Support/Insurance**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Ben Matthews Director of School Support Division 807-3501
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Eileen Townsend Chief of School Insurance 807-3522

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist the LEAs.*

**Description of Agency/Division Mission:** *Provide LEA support in the areas of Child Nutrition, Plant Operation, Insurance, School Planning and Transportation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division’s continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

<b>Key Business Goals</b>	<b>Priority (H)igh,</b>
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	(M)edium, (L)ow
Bring Worker's Compensation insurance in house versus contracting with Key Risk Management.	H
Automate the Year-end process (Eileen has done a spreadsheet) to work for ESC billing.	L

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Worker's compensation could be better managed if brought in-house and it would also be a cost savings. We have been given the go ahead to do an RFI.	H
We get a year end report from ESC. ESC bills schools for claims. We send a worksheet to the local school agencies and they pay their portion and we pay the remaining state and federal responsibility from this worksheet.	L

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			Provide effective and efficient support to the LEAs.
2. Increase Student Achievement		x		Any savings of funds from this could potentially be a benefit to the achievement of students.
3. Increase Efficiency	x			Bringing Worker's comp in-house would definitely be more efficient and productive.
4. Increase Productivity	x			Bringing Worker's comp in-house would definitely be more efficient and productive
5. Improve Responsiveness	x			Bringing Worker's comp in house would provide for a better turn around on claims.
6. Improve Customer Service/Value	x			Bringing Worker's comp in-house will allow us to better manage funds.
7. Decrease Cost	x			Bringing Worker's comp in-house will cost less then it does now contracting with Key Risk. <b>How much? What's the estimate?</b>
8. Reduce Risk		x		We have asked for a Key Risk audit. Bringing Worker's comp in-house will allow

				us to better manage the plan and reduce the risk of unnecessary expenditures.
9. Improve Quality	x			Worker's comp in-house will provide a better quality of service and use of funds.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Eileen Townsend, Joe Gramer
- **IT Resources Include:** Kris Knower, Karen Peng, Kathy Horky

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 Worker's comp in-house (positively)
  - Requirement 2
- Stakeholder 2 DPI
  - Requirement 1 – Bring Worker's comp in-house will benefit the Agency financially and will provide better plan management. (positively)
  - Requirement 2 – Replace the worksheet that Eileen has created for ESC claim reimbursement may make the process more efficient. (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 Generate and RFI to bring Worker's comp in-house. Once proper funding and permission is granted at the General Assembly, turn this RFI into a RFP. We should be able to purchase a COTS product to fulfill the needs.
- Deliverable 2 – Conduct a needs analysis of the ESC worksheet and payment procedure that is done during the year-end process with ESC.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial		
Security		
Political	Worker's comp in-house	

Potential Risk	Description of Risk	Resolution
Staffing	Additional positions needed to bring Worker's comp in-house	
Regulatory		
Skills		
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Constraint 1 – The Worker's comp issue needs to be addressed at the General Assembly.
- Constraint 2 – Current TS staffing not adequate to manage either a FOCUS replacement or the worker's compensation effort. At a minimum, project management tasks may need to be contracted or hired.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Assumption 1 – FOCUS must be replaced; this is consistent with DPI technical direction.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- ESC/LEA billing may fit into other billing processes currently in place

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- Replacement of legacy systems may be directly related to replacement of the current FOCUS policy and claims systems.

**Project Budget Summary – Order of Magnitude Costs:** \$250,000 to \$500,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 29 – Re-Write the School Name and Address Application***

### **Area/Division/Section: FBS/Financial and Business Services/ Information Analysis & Reporting**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director, School Business Services 807-3701
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Alexis Schauss Section Chief, Information Analysis & Reporting 807-3522

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** To provide accurate analysis and reporting of state and federal expenditures in Local Education Agencies (LEAs).

**Description of Agency/Division Mission:** To manage nearly \$7.5 billion in state and federal funds and provide various technical support services to Local Education Agencies (LEAs), their schools, their employees, and the Department of Public Instruction (DPI).

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
School Name and Address – this is a very old application that interfaces with nearly every other application at DPI. It no longer meets DPI’s business needs, and has needed to be redesigned/rewritten for many years.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
School Name and Address – If this is redesigned, it will meet the business needs in a much more efficient manner and will reduce the number of interfaces needed to other applications.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			This initiative will help provide effective and efficient support to the LEAs and Charters.
2. Increase Student Achievement			x	
3. Increase Efficiency	x			This initiative would definitely increase efficiency of staff and business processes at DPI and the LEAs.
4. Increase Productivity	x			This initiative would also increase productivity of staff at DPI.
5. Improve Responsiveness	x			This initiative would allow quicker turnaround of business processes.
6. Improve Customer Service/Value		x		
7. Decrease Cost		x		
8. Reduce Risk		x		SNA touches on several systems. A new SNA system would decrease the risk of incorrect reporting.

9. Improve Quality	x			This enhancement will allow DPI to provide a better quality of service to the LEAs and Charters.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Alexis Schauss and her staff
- **IT Resources Include:** Rob Hines, Kathy Horky, & Financial Services IT Team

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 2 – School Name and Address (positively)
- Stakeholder 2 DPI
  - Requirement 2=1 – School Name and Address (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 - New School Name & Address system. End result will be a much more user friendly system that better meets DPI's business needs.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial		
Security		
Political		
Staffing	Additional technical staff would be needed to meet these objectives.	
Regulatory		
Skills	Financial Services IT Team may need to obtain new skills to implement all these initiatives.	
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Lack of IT staff available for programming efforts

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.



**Project Budget Summary – Order of Magnitude Costs:** \$250,000 to \$500,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 30 – Federal Time Recording Application***

### **Area/Division/Section: FBS/Financial Services/Planning and Budget**

#### **Organization:**

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Larry McLamb Director of Financial Services 807-3611
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Rose Page Chief of Planning and Budget 807-3740

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** *Optimize resources to assist DPI staff.*

**Description of Agency/Division Mission:** *Provide support to DPI staff in the area of financial planning, budgeting, and reconciliation.*

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Manage federal time reporting process	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
To manage Federal time reporting process, a web-based form to collect DPI employees' time and effort reporting. (Currently hard copy forms submitted to the Budget Section, then manually key into Excel file.)	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
All budget policies need to comply with legislations	

**Key Benefits Business Requirement Will Provide:** Place an "x" in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			Comply with federal audit standards
2. Increase Student Achievement				
3. Increase Efficiency				
4. Increase Productivity				
5. Improve Responsiveness				
6. Improve Customer Service/Value				
7. Decrease Cost				
8. Reduce Risk	x			Current federal time reporting will be a federal audit exception.
9. Improve Quality				
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Rose Page
- **IT Resources Include:** Kathy Horky, Nathan Thanos, Karen Peng

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 DPI employees
  - Requirement 1 A web-based form to collect DPI employees' time and effort reporting (positively)
- Stakeholder 2 Planning and Budget Section
  - Requirement 1 A web-based form to collect DPI employees' time and effort reporting (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 A web-based form to collect DPI employees' time and effort reporting

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$100,000 to \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## ***Initiative 31 – Automate Non-LEA Expenditure Reporting for Federal Grants.***

### **Area/Division/Section: FBS/Financial and Business Services/Information Analysis & Reporting**

#### ***Organization:***

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director, School Business Services 807-3701
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Alexis Schauss Section Chief, Information Analysis & Reporting 807-3522

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

#### **Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** To provide accurate analysis and reporting of state and federal expenditures in Local Education Agencies (LEAs).

**Description of Agency/Division Mission:** To manage nearly \$7.5 billion in state and federal funds and provide various technical support services to Local Education Agencies (LEAs), their schools, their employees, and the Department of Public Instruction (DPI).

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Automate Non-LEA Expenditure Reporting for Federal Grants. This is currently a manual process; these entries are being keyed manually every month, and the volume is increasing continually. The staff member keying these entries is planning to retire within 1 ½ years, so Alexis considers this one of her highest priorities to get this process automated before that employee retires.	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Automate Non-LEA Expenditure Reporting for Federal Grants – if this is automated, it will greatly reduce the need to replace a current employee who is retiring in 1 ½ years.	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			This initiative will help provide effective and efficient support to the LEAs and Charters.
2. Increase Student Achievement		x		Any savings of funds from this could potentially be a benefit to the achievement of students.
3. Increase Efficiency	x			This initiative would definitely increase efficiency of staff and business processes at DPI and the LEAs.
4. Increase Productivity	x			This initiative would also increase productivity of staff at DPI and the LEAs.
5. Improve Responsiveness	x			This initiative would allow quicker turnaround of business processes.
6. Improve Customer Service/Value	x			This initiative would make our jobs easier to perform.
7. Decrease Cost	x			Increased efficiency brought about by this enhancements will reduce costs at DPI.

8. Reduce Risk		x		
9. Improve Quality	x			This enhancement would allow DPI to provide a better quality of service to the LEAs and Charters.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Alexis Schauss and her staff
- **IT Resources Include:** Rob Hines, Kathy Horky, & Financial Services IT Team

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
- Stakeholder 2 DPI
  - Requirement 1 - Automate Non-LEA Expenditures for Federal Grants (positively)
  -

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 - New web application that will automate Non-LEA Expenditures for Federal Grants. End result will be elimination of need for staff in Alexis's section to hand key these entries every month.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>		
<b>Financial</b>		
<b>Security</b>		
<b>Political</b>		
<b>Staffing</b>	Additional technical staff would be needed to meet these objectives.	
<b>Regulatory</b>		
<b>Skills</b>	Financial Services IT Team may need to obtain new skills to implement all these initiatives.	
<b>Operational Readiness</b>		



Potential Risk	Description of Risk	Resolution
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Lack of IT staff available for programming efforts

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$50,000 to \$100,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

***Initiative 32 – Enhance the Cash Management System so that LEAs would be able to key requests for transfer of funds into that application (instead of them coming through BUD)***

**Area/Division/Section: FBS/Financial and Business Services/  
Information Analysis & Reporting**

Organization:

<b>Role</b>	<b>Description</b>	<b>Name/Title/Phone Number</b>
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Philip Price Associate Superintendent 807-3601
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Paul LeSieur Director, School Business Services 807-3701
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Alexis Schauss Section Chief, Information Analysis & Reporting 807-3522

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- 2<sup>nd</sup> quarter 2007
- 2<sup>nd</sup> quarter 2008

**Business Requirement Description/Justification:**

**Description of Agency/Division Business Vision:** To provide accurate analysis and reporting of state and federal expenditures in Local Education Agencies (LEAs).

**Description of Agency/Division Mission:** To manage nearly \$7.5 billion in state and federal funds and provide various technical support services to Local Education Agencies (LEAs), their schools, their employees, and the Department of Public Instruction (DPI).

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium** -- Broad-based economic or performance benefit to the Agency/Division  
**Low** -- Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Enhance the Cash Management system so that LEAs would be able to key requests for transfer of funds into that application (instead of them coming through BUD). We could have a message in the system telling them what their audit exceptions were – they could select the audit exceptions they want to clear and request the money to be transferred, so that the exceptions could be cleared that way.	M

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Enhance the Cash Management system so that LEAs would be able to key requests for transfer of funds into that application (instead of them coming through BUD). This would be a much more streamlined process than we have currently, where the requests have to come through the BUD process and be fed to the Cash Management system.	M

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
1. Meet strategic objective(s)	x			This initiative will help provide effective and efficient support to the LEAs and Charters.
2. Increase Student Achievement		x		Any savings of funds from this could potentially be a benefit to the achievement of students.
3. Increase Efficiency	x			This initiative would definitely increase efficiency of staff and business processes at DPI and the LEAs.
4. Increase Productivity	x			This initiative would also increase productivity of staff at DPI and the LEAs.
5. Improve	x			This initiative would allow quicker

Responsiveness				turnaround of business processes.
6. Improve Customer Service/Value	x			This initiative would make our customers' jobs (LEAs) easier to perform.
7. Decrease Cost	x			Increased efficiency brought about by this enhancement will reduce costs at DPI and the LEAs.
8. Reduce Risk		x		
9. Improve Quality	x			This enhancement will allow DPI to provide a better quality of service to the LEAs and Charters.
10. Other (Describe)				

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** Alexis Schauss and her staff
- **IT Resources Include:** Rob Hines, Kathy Horky, & Financial Services IT Team

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Stakeholder 1 LEA
  - Requirement 1 – Enhance Cash Mgmt. to include transfer of funds (positively)
- Stakeholder 2 DPI
  - Requirement 1 – Enhance Cash Mgmt. to include transfer of funds (positively)

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Deliverable 1 – Enhance Cash Management system. End result will be able to key requests for transfers of funds directly into the system, rather than having them come through BUD, and will result in faster turnaround time for fund transfers.

**Project Risk:**

Potential Risk	Description of Risk	Resolution
Technology		
Financial		

Potential Risk	Description of Risk	Resolution
Security		
Political		
Staffing	Additional technical staff would be needed to meet these objectives.	
Regulatory		
Skills	Financial Services IT Team may need to obtain new skills to implement all these initiatives.	
Operational Readiness		
Other (explain)		

**Constraint(s):** (Any limiting factor.)

- Lack of IT staff available for programming efforts

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely stand alone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- None known.

**Relationship with Statewide Initiatives/Projects:** *(Such as a document management system, etc.)*

- None known.

**Project Budget Summary – Order of Magnitude Costs:** \$100,000 to \$250,000

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

## Initiative 33 – *Reauthorized Individuals with Disabilities Act (IDEA)*

### Area/Division/Section: Exceptional Children Division - Draft

#### Organization:

Role	Description	Name/Title/Phone Number
<b>Executive Sponsor</b>	Has ultimate authority over and is responsible for a program, its scope & deliverables. (Deputy/Associate Superintendent)	Peter Asmar
<b>Business Sponsor</b>	Can authorize business requirement/need to be addressed and is responsible for assigning budget. (Director)	Mary Watson
<b>Key Customer(s)</b>	Provides expert business understanding of the organization, and represents area for which the business requirement/need is intended to support/serve. (Subject Matter Experts)	Ira Wolfe, Tony Mitchell, Diann Irwin, Laura Snyder, Tom Winton

**Business Requirement Time Frame:** When will the business requirement need to be done – in general terms?

- Start – (1st/2007)
- End – (4th/2008)

#### Business Requirement Description/Justification:

**Description of Agency/Division Business Vision:** *(Where the business is going, what you want the business to be when it gets there, how is the business planning to get there, etc.)*

**Description of Agency/Division Mission:**

*The North Carolina Department of Public Instruction operates under the appointed State Board of Education and is responsible for implementing the policy decisions of the State Board of Education. The Exceptional Children Division is responsible for ensuring that students with disabilities and students who are academically or intellectually gifted develop mentally, physically, socially, emotionally and vocationally to the maximum extent possible through the provision of a free appropriate public education in the least restrictive environment. The Division provides technical assistance and follow-up to 117 local education agencies, 100 charter schools, 12 state-operated programs, other state agencies and approved private agencies that provide special education to children and youth classified as disabled, or students in need of behavioral support. The Exceptional Children Division is in the Leadership Development and Special Services Area and is divided into four sections: Areas of*



*Exceptionality; Policy, Monitoring and Audit; Behavioral Support; and Special Programs. Federal and state laws mandate the services performed by the Exceptional Children Division. The major purposes are to provide direction on the implementation and administration of special education programs and related services for exceptional children and to ensure compliance with all federal and state laws and regulations.*

Among activities of the Exceptional Children Division are workshops, conferences, regional meetings, and summer institutes for general and exceptional children education teachers; summer enrichment training for students classified as gifted; investigation and response to parent concerns and complaints; program compliance audits; competency development for college and university curricula in exceptional children education; appropriate follow-up to service provider requests and to conduct studies mandated by the General Assembly; grant administration of the State Plan, Individuals with Disabilities Education Act (IDEA), Part-B and other federal grants.

**Priority:** For the following items, use the Priority Table below to determine the appropriate ranking for each item listed under key business goals, objectives, and governmental/statutory/compliance mandates.

**High --** Critical for Agency/Division's continuation, legal or legislative mandate, health or safety issue

**Medium --** Broad-based economic or performance benefit to the Agency/Division

**Low --** Clear benefit to departments/divisions within the Agency

**Key Business Goal(s) and Priority Ranking Business Requirement Will Support:**

Key Business Goals	Priority (H)igh, (M)edium, (L)ow
Developmentally Disabled Placement	H
Community Placement	H
Group Home Placement	H
Out Of District Placement	H
Special Statewide Placement	H
Risk Pool	H
Web Based Training for New Regulations In Areas of Private School	H
Assisted Technology	H
Behavioral Support Initiative	H
Grants Package to Include Parentally Placed Children	H
EC Children Served In Private Schools	M
ETS Initiative	H

On Line Syllabus for Teaching Comprehensive Exceptional Children Accountability System (CECAS) to New Teachers	M
Governor's School Update data collection fields	M
Mental Health Planning Pilot Sites	H
EC Performance Data Collection	H
EC Develop Positive Behavior Support Demonstration Model	H
EC Division Data Management	H
EC Monitoring Enforcement/Compliant Investigation	H
EC Dispute Resolution Process Management	H
Contract Management to Public and Private Service Providers	H
EC State and Federal Budget Management	H
Service Submission Management	H

**Key Business Objective(s) Business Requirement Will Support:** (Why is this business requirement being requested?)

Key Business Objectives	Priority (H)igh, (M)edium, (L)ow
Compliance with Federal Mandates with regard to IDEA	H
Grant administration of IDEA	H
Compliance with studies mandated by the General Assembly	H
Grant administration of the State Plan	H
Grant administration of the Part B and other Federal Grants	H
Program compliance audits	H

**Key Governmental/Statutory/Compliance Mandates Business Requirement Will Support:**

Key Mandates	Priority (H)igh, (M)edium, (L)ow
IDEA re-authorization	H
EC Studies mandated by the General Assembly	H
EC Grant Administration	H
EC Program Compliance	H
Providing Free and Appropriate Education for Children with Exceptionalities	H

**Key Benefits Business Requirement Will Provide:** Place an “x” in the appropriate row/column.

Improvement Area	Major	Minor	None	Value Statement (in support of the improvement)
11. Meet strategic objective(s)	X			Meet compliance with federal and state mandates.
12. Increase Student Achievement	X			Supports the use of technology including technology with universal design principles and assistive technology devices to maximize access to general curriculum for children with disabilities.
13. Increase Efficiency	X			Paperwork reduction teachers have more time to spend with students.
14. Increase Productivity	X			Electronic systems for paperwork reduction can be accessed remotely providing more time rendering services.
15. Improve Responsiveness	X			IEPs, system reports, and data can be accessed instantly for professionals providing immediate services and evaluation for EC students.
16. Improve Customer Service/Value	X			Response to the customer is timely with a high level of data integrity. Student data can be accessed, evaluated, updated immediately.
17. Decrease Cost				Reduces paper work and grants immediate access to records for evaluation, provision of services, and compliance.
18. Reduce Risk	X			Data integrity is maintained for the system and audits are greatly simplified.
19. Improve Quality	X			Individualized Education Plans (IEPs) are completed in a timely fashion and can be accessed instantly by teachers and service providers.
20. Other (Describe)	X			NCPI provides free data collection so that the system is standardized and 3 <sup>rd</sup> party collections are minimized. The tool is utilized to refine business practices on data and not on assumptions.

**Pre-Assigned Resources:** (What resources from the business and IT will be provided as known to date?)

- **Business Resources Include:** One full time Exceptional Children business Subject Matter Expert (SME), One Training Coordinator, Four Regional Trainers, and EC Children Division SME Resources as needed: Special Programs Section, Behavioral Support Section, Policy, Monitoring, & Audit Section, Program Improvement and Professional Development Section, and Instructional Support & Related Services Section
- **IT Resources Include:** One Program Manager, One Technical Architect, One Functional One Systems Analyst, One Quality Assurance Analyst, One Applications Analyst and Two Help Desk Assistants

**Stakeholders and Known Requirement(s) per Stakeholder:** (Who will affect (influence the project positively or negatively) or be affected (positively or negatively) by the project as known to date?)

- Office of Special Education Programs (OSEP)
  - Compliance with IDEA Reauthorization Monitor
  - Data Request Owner – Education Data Exchange Network (EDEN)
  - Grant Compliance Monitor
- North Carolina State General Assembly
  - Exceptional Children Studies Owner
  - Data Request Owner
- Exception Children Teachers
  - Grant Funding Recipient
  - Data Collector
- Exceptional Children Students
  - Grant Funding Recipient
  - Services Recipient
- Parents of Exceptional Children Students
  - Provision of a free and appropriate education for their children in a least restrictive environment

**Product Description/Deliverables:** (What specific product deliverables are desired and what will be the end result of the project?)

- Supporting Software for Data Collection and Reporting
- TBD

**Project Risk:**

Potential Risk	Description of Risk	Resolution
<b>Technology</b>	A clear agency wide direction in technology has not been published.	Gain an economical, robust, sustainable architectural direction for the agency.
<b>Financial</b>	In past years federal funding has been	Gain supplemental

Potential Risk	Description of Risk	Resolution
	increased. With the 06-07 FY funding has decreased.	funding from the State of North Carolina.
<b>Security</b>		
<b>Political</b>		
<b>Staffing</b>	Limited amount of staff to compete requirements.	Increase staff
<b>Regulatory</b>	Meet new and dynamically changing IDEA Reauthorization Federal Requirements and Reporting	Gain flexibility to add resources when need to meet mandates.
<b>Skills</b>		
<b>Operational Readiness</b>		
<b>Other (explain)</b>		

**Constraint(s):** (Any limiting factor.)

- Federal funding in past years has increased. With FY 06-07 federal funding has decreased. Currently very little if any funding is received from the State of North Carolina for Exceptional Children programs.
- Limited amount of IT staff to successfully complete federal initiatives.
- Majority of current IT staff are contractors and should be converted to FTEs.
- With limited funding and staff, prioritization will not allow successful completion of all needed projects.

**Assumption(s):** (Something taken to be true, but which may not be true.)

- Order of magnitude in CECAS for having the resources and Funding to meet the mandated requirements.
- Order of magnitude in CECAS for having the funding to meet the mandated initiatives.
- Scope of federal and state requirements change.

**Relationship with other Agency Initiatives/Projects:** *(In today's business challenges and technical environments, IT initiatives, funding requests, and projects rarely standalone, rather they are components of an integrated whole that covers a bigger picture. Therefore, interdependencies on other endeavors are important factors and considerations for approaches, scopes, benefits, reasons, schedules, etc. of individual efforts.)*

- NC Wise Integration
- Disciplinary Data Collection System
- Student Information Management System (SIMS)
- Accountability Data

- *DPI's EDEN Initiative*

**Relationship with Statewide Initiatives/Projects:** (*Such as a document management system, etc.*)

- *Department of Health and Human Services*

**Project Budget Summary – Order of Magnitude Costs:**

The estimated budget and costs reflected in the should account for estimated resource labor, hardware, software, facilities, five years of Operations and Maintenance, etc. required to achieve the stated scope and objectives.

<b>Project Budget Summary</b>	
<b><i>Budget Categories</i></b>	<b><i>Amount</i></b>
Internal Resource Labor (see table below)	\$ XXX (assuming average of \$35.72/hr.)
External (Contract) Resource Labor (see table below)	\$ XXX (assuming average of \$ X/hr.)
Materials and Supplies	\$
Direct Purchases	\$
Employee Expenses	\$
Training Expenses	\$
Technology Costs	\$
Five Years Operations and Maintenance Expenses	\$
Other	\$
<b>TOTAL</b>	<b>\$</b>

To provide detail on any of the above categories, you may use a format similar to the following Staffing Summary chart. The chart can be altered to meet the needs of a specific project request.

<b>Staffing Summary</b>				
<b><i>Resource Type</i></b>	<b><i>Number of FTE's</i></b>	<b><i>Duration (Weeks)</i></b>	<b><i>Hours per Week</i></b>	<b><i>total Hours by Resource</i></b>
<b>Internal Resource Labor:</b>				
Project manager				
Project sponsor				
Clerical assistance				
Team member 1				
Team member 2				
Team member 3				
<b>Subtotals</b>				
<b>External Resource Labor:</b>				
Contractor 1				
Contractor 2				
Contractor 3				
<b>Subtotals</b>				
<b>Totals</b>				

**Place an “x” in the appropriate row/column.**

<b>Source of Fundin g</b>	<b>Type of Funding</b>		<b>Use of Funding</b>				
	<b>One - Tim e</b>	<b>Recurrin g</b>	<b>Interna l Staff</b>	<b>Outside Consultant s</b>	<b>Hardwar e</b>	<b>Softwar e</b>	<b>Othe r</b>
State							
Federal		X	X	X	X	X	
Local							
Grant							
Other							